

CURRICULUM VITAE

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4. Education:

Institution Date (from - to)	Degree(s) or Diploma(s) obtained:
Harvard University, Cambridge, MA, USA 1996-1997	Master in Public Administration (MPA)
International Statistical Programs Centre (USA) 1985	Post graduate certificate in Computer Data Systems
University of Keele (UK) 1976 – 1979	B Soc. Sc. (Honours) Economics & Politics Subsidiary: Mathematics; Computer Science; French

5. Debt management courses completed:

- Jun 2015** Technology for data visualisation and analysis, TechChange (online)
- Dec 2014** “Data to Insight” – e-learning course on data analysis and visualization, University of Auckland (online)
- Dec 2014** Debt Sustainability Analysis, IMF and edX.org (online)
- Oct 20 – Nov 17, 2014:** Debt Management Performance Assessment (DeMPA), World Bank Group (online)
- Nov 1-2, 2012:** MTDS Training of Trainers Workshop, World Bank
- Apr 17-18, 2008:** Government Debt Management Performance Assessment Training (DeMPA), World Bank

6. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	1	1	1
French	1	1	1

7. **Membership of professional bodies:**

British Computer Society (BCS) since 2004. Membership no: 10019349
Entitled to use post-nominal letters MBCS.

I am also a member of the Public Debt Management Network (PDM Network)

8. **Other skills:** (e.g. Computer literacy, etc.)

Good and up to date skills in MS Windows 10 and Microsoft 365;

Good knowledge of systems analysis and design; relational databases and Structured Query Language (SQL);

Knowledge of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) and Commonwealth Meridian (CM)

9. **Current position:** Since 2014, provision of consultancy and training services under the trading name “Public Debt Management Practice” (PDM Practice) in a number of areas including:

- Review of the governance, legal and institutional frameworks for public debt and aid management;
- Recording of public and private sector debt including grant/loan data collection and quality control; review of public publicly guaranteed debt and contingent liabilities;
- Improving debt data dissemination and transparency through the production of debt portfolio reviews and debt bulletins;
- Medium Term Debt Strategy determination using the MTDS framework including data extraction from DRMS and validation; scenario design; Strategy formulation and implementation;
- Implementation and use of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) and related training;
- Evaluation, implementation and integration of DRMS with other IT systems;
- Drafting of debt procedures manuals;
- Advice in policy issues related to public debt management;
- Design and delivery of training workshops in debt management including drafting of training manuals;
- Project/Programme management including designing project plans; undertaking project reviews and evaluations; writing of TORs and assisting in the recruitment and supervision of debt management staff and consultants; development of capacity building plans;

10. Previous Positions held

Date from - Date to	Location	Company	Position	Description
2007 – 2013	UK	Commonwealth Secretariat	Director, Special Advisory Services Division	Responsible for the Secretariat's advisory services in four areas of focus including debt management.
2003 – 2007	UK	Commonwealth Secretariat	Adviser and Head, Debt Management Section	Led and managed the Secretariat's capacity building programme in debt management and advised governments on debt management issues.
1991 – 2003	UK	Commonwealth Secretariat	Chief Programme Office, Debt Management	Managed debt management projects; contributed to the development of the Commonwealth Secretariat Debt recording and Management System (CS-DRMS); conducted training in debt management and advised governments on debt management issues.
1988 – 1991	UK	Commonwealth Secretariat	Consultant, Economic Computing	Worked on a number of large and complex debt management projects for the Commonwealth Secretariat and other institutions.
1987 – 1988	Belize, Central America	Commonwealth Secretariat	Adviser, Debt Management, Central Bank of Belize.	Responsible for setting up a computerised debt recording and management system at the Central Bank of Belize and trained staff in various aspects of debt management.
1981 – 1987	Mauritius	Ministry of Economic Planning and Development	Economist	Macroeconomic research and analysis. Setup computer facilities of the Ministry and developed IT applications for economic analysis and management including macroeconomic forecasting models.

11. Key areas of expertise:

I have been working in debt management for over twenty-five years. My knowledge and experience span across front, middle, and back office functions and include:

- **Governance, legal and institutional arrangements for PDM:** I have reviewed legal and institutional arrangements and undertaken functional reviews in several countries inc. The Maldives, Mongolia, Lesotho, and Kenya.
- **Use of computerised recording and management systems:** I have been a key architect in the development of the Commonwealth Secretariat Debt Recording and Management System – CS-DRMS). I have contributed to its design (e.g. module on short term debt) and at one time, was responsible for maintaining the reports sub-system (I converted all standard reports from Informix Ace to Informix 4-GL). In 2012/13, I supervised and chaired the Steering Group responsible for the development of the Horizon software, a risk-based analytical tool for the development of debt management strategies, ensuring that the product was delivered as per specifications, on time and within budget. I have conducted numerous workshops in the use of CS-DRMS including the Management Tools module. My computing background allows me to extract, audit and analyse debt databases very effectively.
- **Collection and use of debt data statistics:** I was the Commonwealth Secretariat main representative on the IMF led Inter-Agency Task Force on Finance Statistics (TFFS) between 2003 and 2007. The TFFS provides guidance on the “concepts, definitions and classifications of external debt”. I have a good knowledge of debt data issues and have undertaken debt data audits and made recommendations for improving debt statistics, dissemination, and transparency in many countries.
- **Debt analysis and strategy:** Have undertaken and trained officials in debt sustainability analysis (DSA) and the development of debt management strategies using CS-DRMS and Debt Pro and MTDS as part of a group.
- **Training and capacity development:** Have led and delivered numerous training courses in debt management including interpretation of loan and grant agreements; loan/grant utilisation (disbursements); use of the Commonwealth Secretariat Debt Recording and Management System; Use of Management Tools in CS-DRMS etc.
- **Project/Programme management:** Have managed projects and programmes in debt management including designing project plan; writing of TORs; recruitment and supervision of consultants; development of capacity building plans; undertaken project reviews and evaluation.

12. Recent Experience (indicative projects/missions/presentations)

Examples of on-going and recent assignments:

- **Feb 2020:** Public Debt Management Adviser to Kenya’s National Treasury (NT). The main objective of this assignment is to advise the NT’s Directorate for Public Debt Management (DPDM) to improve the efficiency in its operations; review the current distribution of functions among the three departments of the DPDM and their execution against international best practice; and recommend to the NT the transformative path to improve institutional and operational efficiency and set up an independent public debt management office. (World Bank funded 6-month contract, ongoing).
- **Jan 2020:** African Debt Monitor (ADM) project. Selected by the Collaborative Africa Budget Reform Initiative (CABRI, South Africa) to conduct the 2020 ADM survey. The ADM is a web-based platform which seeks to improve debt data dissemination and transparency by providing investors and researchers user-friendly access to centralised information on African government debt. See <https://www.cabri-sbo.org/en/budgets-in-africa/africa-debt-monitor>. Involvement includes recruitment of a 3-person team to execute the project; acting as team leader and advising on methodology; questionnaire design; data collection and validation; debt data analysis and upload onto the web platform. (6-month, ongoing).

- **Oct 2019:** Improving transparency of public debt management in Low Income Developing Countries. Design of a project proposal document to improve transparency in public debt management. (Development Finance International, UK).
- **Aug 2019:** Policy Dialogue on Improved Cash Management through better Co-ordination, the Collaborative Africa Budget Reform Initiative (CABRI, South Africa). Writing of two case studies (Mauritius and Lesotho) on “Improving cash management through effective co-ordination”. Publications accessible at: <https://www.cabri-sbo.org/en/publications/improving-cash-management-through-effective-co-ordination-the-mauritian-experience> and <https://www.cabri-sbo.org/en/publications/cash-management-in-lesotho-the-importance-of-effective-cash-planning-during-budget-formulation-and-execution>
- **Nov 2018 – June 2019:** Public Debt Management Adviser to Government of Lesotho (3-month residential assignment - sub-contractor to LINPICO SARL, France). Part of an EU-funded PFM reform project
- **April – July 2019:** Caribbean Development Bank (CDB) Cluster country evaluation of the Organisation of Eastern Caribbean States (OECS) and the Overseas Dependent Territories (ODTs). My personal contribution was to evaluate CDB’s Policy Based Lending (PBL) portfolio. Part of a team led by the Universalial Management Group, Quebec, Canada.
- **Nov 2018 – July 2019:** Debt Expert for the Africa Debt Monitor project for the Collaborative Africa Budget Reform Initiative (CABRI). Sub-contractor to Oxford Policy Management (OPM) UK.
- **July 2018 - :** Programme Manager for the distribution of CS-DRMS to non-Commonwealth countries, Development Finance International (London) (ongoing)
- **July 2018/April 2019:** Tutor for e-learning course on Development Financing Options run by MEFMI
- **July 2017:** Design of an Executive Master in Public Debt Management in collaboration with the University of Mauritius. See <http://sites.uom.ac.mu/empdm/> (ongoing project)
- **July 2017:** Mid-term Review of the IMF/WB Debt Management Facility (DMF) II, part of an evaluation team led by the Universalial Management Group, Quebec, Canada. I was responsible for writing two case studies on public debt management practices and capacity building needs (Kyrgyz Republic and Tanzania)
- **March 2017:** Functional Review of Mongolia’s Debt Management. The objective of the review was to analyse the organizational framework and functional (roles and responsibilities) assignments of the Ministry of Finance’s Department of State Treasury, Debt Management Division and Financial Asset Management Division, in order to determine their alignment with international practices, identify shortcomings in the implementation and execution of functions currently assigned and gaps on functions they should be performing. World Bank-funded assignment
- **November 2016:** Seminar for Parliamentarians on Public Debt Management and Macroeconomic Management organised by the Macro Economic and Financial Management Institute (MEFMI), Windhoek, Namibia. Presentations included
- **September 2016:** World Bank Reform Plan Mission – Mongolia, on behalf of Development Finance International (subcontracted by Development Finance International, UK).
- **Jan 2016:** Delivering a presentation (on Domestic Debt and Contingent Liabilities) and contributing to the UK’s Department for International Development (DFID) Round Table on WB/IMF Debt Sustainability Framework (DSF);
- **May 2015:** Acting as Public Debt Management Adviser to the Ministry of Finance and Treasury, The Maldives as part of an IDA-funded project (6-month residential assignment delivered in three interventions). Tangible outcomes include training in Loan interpretation and loan analysis; the drafting and

adoption of a policy and guidelines for the granting of sovereign guarantees; drafting and adoption of Maldives' first debt management strategy; drafting of Maldives first ever quarterly debt bulletin; Worked with the World Bank in delivering MTDS training (including data extraction and validation and computation of cost-risk indicators).

- **Apr 2015:** Advisory Report on Capacity Building in Public Debt Management commissioned by the UK's Department for International Development (DFID). The publication is available here: <http://pdmpractice.org/wp-content/uploads/2017/01/DEBT-MANAGEMENT-CAPACITY-BUILDING-Final-.pdf>
- **Dec 2014:** Acting as facilitator for a MEFMI workshop on debt management for parliamentarians organised by the Macro Economic and Financial Management Institute (subcontracted by the Crown Agents)

Examples of assignments prior to 2014:

The following list is meant to provide examples of the range of projects I worked from 1991 to 2013 and is not a complete list.

Region/Country	Project/Activity
Africa	
Botswana April – May 2007	Recording of Private Sector External debt - joint ComSec, DFI and MEFMI mission
Namibia Various dates	Conducted a course in the interpretation of loan and grant agreements and the use of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) at Bank of Namibia; Debt data audit in collaboration with Macro Economic and Financial Management Institute (MEFMI)
Tanzania Various dates	Part of a team to conduct debt sustainability analysis during HIPC process; Facilitated an inter-institutional meeting to discuss external debt database issues. Review of DMF activities as part of DMF II mid-term evaluation (2017)
Mozambique Various dates	Conducted a course in the interpretation of loan and grant agreements and the use of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS); Undertook a debt data audit (in collaboration with WB); Undertook a study of on-lent loans (retrocession agreements) by Mozambican government;
Cameroon October 2002	Programme de formation CS-DRMS pour les utilisateurs du CS-DRMS dans les pays francophones.

Asia/Pacific	
Sri Lanka Sept 2003 – May 2004	Advisory report making recommendations on the setting up of a Debt Management Office in Sri Lanka – main author and project manager.
India Various dates	Pilot testing of CS-DRMS 2000+ V 1.0; Contributing to workshop for the specification of domestic debt module
Europe	
Malta August 2003	Initial assessment mission; Training in the interpretation of loan agreements and the use of CS-DRMS
Caribbean	
St Kitts and Nevis 2006	Joint World Bank-ComSec workshop on debt management strategy - acted as a resource person
Jamaica September 1997	Review of project and training in the implementation of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS)