

1. Name of Staff [Insert full name]:	Louis José Philippe MAUREL		
2. Proposed Position:	Consultant		
3. Employer:	Self employed (trading as Public Debt Management Practice)		
4. Date of Birth:	17 April 1956	Nationality:	Dual – British and Mauritian
5. Education:			
School, college and/or University attended	Degree/certificate or other specialized education obtained	Date Obtained	
Harvard University, Cambridge, MA, USA	Master in Public Administration (MPA)	1997	
International Statistical Programs Centre (USA)	Post graduate certificate in Computer Data Systems	1985	
University of Keele (UK)	B Soc. Sc. (Honours) Economics & Politics Subsidiary: Mathematics; Computer Science; French	1979	
6. Professional Certification or Membership in Professional Associations:	<ul style="list-style-type: none"> Member of the Public Debt Management Network 		
7. Other Relevant Training/Continuous Professional Development (CPD):	<ul style="list-style-type: none"> Nov 2024: Debt Management Foundations for Investor Relations and Debt Reporting, IMF and edX (online) Dec 2014: Debt Sustainability Analysis, IMF and edX (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 		
8. Countries of Work Experience [List countries where staff has worked in the last ten years :]	<p>Africa: Kenya; Lesotho; Tanzania; Somalia; Liberia; Madagascar</p> <p>Asia: Kyrgyz Republic; Maldives; Mongolia</p> <p>Small states: Maldives, Mauritius</p> <p>Gulf states: Oman</p>		
9. Language [For each language indicate proficiency: good, fair, or poor speaking, reading, and writing]:			
	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
French	Excellent	Excellent	Excellent

10. Employment record [Starting with present position, list in reverse order every employment held]:**From 2014 to present**

Self-employed: Public Debt Management Practice (www.pdmpractice.org)

Positions held: Founder and Principal Consultant

From 2007 to 2013

Employer: Commonwealth Secretariat, UK

Positions held: Director, Special Advisory Services Division (SASD)

From 2003 to 2007

Employer: Special Advisory Services Division, Debt Management Section (DMS)

Positions held: Adviser and Head

From 1991 to 2003

Employer: Commonwealth Secretariat

Positions held: Chief Programme Officer (Economic), Debt Management Section (DMS)

From 1988 to 1991

Employer: Self employed

Positions held: Independent debt management consultant

From 1987 to 1988

Employer: Central Bank of Belize, Belize, Central America. Assignment funded by the Commonwealth Technical Assistance Division.

Positions held: Resident Debt Management Adviser

From 1981 to 1987

Employer: Ministry of Economic Planning and Development (MEPD), Mauritius.

Positions held: Economist

11. Detailed Tasks Assigned:**2014 to present: Founder and Principal Consultant, Public Debt Management Practice**

As a Development Finance specialist, I provide consultancy and training services in aid and debt management including:

- Design and review of the legal and institutional framework for aid and debt management – review of public debt law; setting up of debt management offices/department/units;
- Assist with the recording and management of public and private sector debt;
- Review information flows, setting up of debt databases; debt data validation and quality assurance of debt statistics based on standard methodology;
- Review of publicly guaranteed debt and contingent liabilities;

- Review aid / debt utilisation with a view to ensuring effective utilisation of borrowed financial resources
- Undertaking debt management needs assessment, installing; and making optimum use of debt recording and management systems;
- Evaluating, implementing and integrating debt recording and management systems with other government-wide integrated financial management information systems (IFMIS);
- Assessment and improvement of debt management operations and performance including review of operational risk;
- Drafting of procedures manuals for debt management operations using process workflow mapping;
- Providing training in various aspects of debt management including loan evaluation, debt management concepts, use of Commonwealth Meridian, writing of debt statistical bulletins and reviews; and
- Undertaking strategic reviews and evaluations of international/regional development finance facilities, programmes and projects.

2007 to 2013: Director, Special Advisory Services Division (SASD), Commonwealth Secretariat

Responsible for the effective delivery of the Secretariat's technical assistance and capacity building programme in Debt Management, Trade and Natural Resources management. Ensured cohesion between project, programme and corporate objectives in line with Strategic Plan.

Supervised and mentored debt management team; reviewed and quality assured TORs as well as the reports submitted by staff and short-term consultants; participated in debt management training courses with a view to evaluating and quality controlling delivery; represented the Secretariat in international debt management meetings and ensured that the debt programme was in line with best practice. Oversaw the development of a distance learning course in external debt management in collaboration with the Commonwealth of Learning.

2003 to 2007: Adviser and Head, Debt Management Section, Commonwealth Secretariat

Led the implementation of the Commonwealth Secretariat's capacity building programme in debt management in over 50 countries (including a number of non-Commonwealth countries). Provided strategic direction, managerial oversight, and professional expertise over a four-year period.

Major achievements include: Successful completion and implementation of Commonwealth Secretariat Debt Recording and Management System (CS-DRMS 2000+); gradually shifting the emphasis of the programme from software development to data quality, analysis and advisory work; setting up a network of CS-DRMS User Groups; initiating the first regional CS-DRMS advisers programme; renegotiating a Distributor Agreement with the Crown Agents; and initiating the first CS-DRMS Customer Satisfaction Survey.

1991 – 2003 Chief Programme Officer (Economic), Debt Management Section (DMS)

Involved in the entire range of activities related to the delivery of the debt management programme. Managed a varied portfolio of debt management projects; Advised governments on debt management policies and strategies including institutional issues and on the use of CS-DRMS;

Major personal achievements include: contribution to the design of the CS-DRMS software and providing training to middle and senior government officials; conceptualised and designed the CS-DRMS web site from scratch, with a view to adding value to programme delivery by reducing delivery costs; enhancing communication within CS-DRMS user community and disseminating information; representing the Secretariat on the IMF-led Task Force in Financial Statistics (TFFS) and actively contributed to the first edition of "External Debt – A Guide for Compilers and Users" published in 2003.

1988 to 1991: Independent Debt management consultant

Worked on a number of large and complex debt management projects (e.g. India, Nigeria, and Jamaica) and provided debt management training for the Commonwealth Secretariat, the International Development Research Centre (IDRC), Crown Agents (UK). Converted the entire reports module in CS-DRMS from Informix 3.3 to Informix 4GL.

1987 to 1988: Resident Debt Management Adviser, Central Bank of Belize, (Belize)

One year in-country assignment. Responsible for the setting up CS-DRMS at the Central Bank and Ministry of Finance in Belize. Implemented entire project cycle (from data collection to analysis and policy formulation) and built capacity in debt management at national level.

1981 to 1987: Economist, Ministry of Economic Planning and Development (Mauritius)

Carrying out macroeconomic forecasts using a number of models including the World Bank's Revised Minimum Standard Model (RMSM). Contributed to official documents of the Ministry including National Plan document, Economic Review etc. As from 1986, in Charge of the Information Management Section. Set up and managed overall computer facilities of the Ministry. Pioneered the application of IT in the Ministry's activities including debt management, macroeconomic forecasting, Consumer Price Index calculation, and trade analysis.

12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned**A: As Founder and Principal Consultant, Public Debt Management Practice**

Name of assignment or project: African Debt Monitor (ADM) project

Year: 2023 – 2025 (on-going)

Location: Home based

Client: Collaborative Africa Budget Reform Initiative (CABRI), South Africa.

Main project features: 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 centralized information on African government debt.

Position held: Consultant and team leader

Activities performed: Put together a team of three consultants to conduct the 2024 ADM survey. Activities included: advise on survey methodology; questionnaire design; data collection and validation; debt data analysis and upload onto the web platform.

Name of assignment or project: Mid-term evaluation of the IMF/WB Debt Management Facility (DMF) III

Year: 2024

Location: Home based with missions to Madagascar

Client: Debt Management Facility (World Bank)

Main project features: Mid-term evaluation of the Debt Management Facility (DMF) Phase III

Position held: Part of a team by the Universal Management Group, Quebec, Canada.

Activities performed: Senior Debt Management Advisor. Responsible for country case study framework design, contribution to overall evaluation design and contributing to/reviewing all evaluation deliverables (Inception report and Final report). Responsible for leading one country case study and assuring quality control across all four country case studies. Contributing to data collection and conducting select interviews for program management & governance.

Name of assignment or project: Scoping Study on Promoting Debt Accountability at Country Level

Year: 2024 (completed)

Location: Home based

Client: International Budget Partnership (IBP) / Development Finance International (DFI)

Main project features: Writing of a scoping paper on how debt accountability can be promoted at country level in countries. Project commissioned by the IBP and executed by DFI.

Position held: Consultant

Activities performed: Part of a DFI team. Lead author and coordinator for the project. The report has been well received by the client and international stakeholders and is due to be published in 2024 by DFI.

Name of assignment or project: Commonwealth Meridian Distributorship in non-Commonwealth Countries

Year: 2019 - ongoing

Location: Home based

Client: Development Finance International (DFI), UK.

Main project features: Implementation of the Commonwealth Meridian (CM) debt recording and management software in non-Commonwealth countries.

Position held: Director (Debt Management) – part time

Activities performed: Manage the distributorship programme inc. consultants and project delivery; undertake needs assessment of countries in debt management inc. IT infrastructure required to support debt management objectives; ensure smooth migration of debt databases from previous software to CM; contribute to training workshops to build debt management capacity; work towards better debt data dissemination and improved transparency in debt management. Completed/on-going projects: Somalia; Liberia; Bhutan; Oman. Confirmed pipeline projects: Kosovo; Timor Leste.

Name of assignment project: Managing Sovereign Debt in Times of Crisis - Insights from the COVID-19 Pandemic and Lessons for the Future

Year: 2021-2022 (completed)

Location: Home based

Client: Macro Economic and Financial Management Institute (MEFMI), Harare, Zimbabwe

Main project features: Contributing to the writing of a publication on debt and related policies and practices that MEFMI member countries adopted to manage public debt and support debt markets during the COVID-19 pandemic.

Position held: Consultant

Activities performed: My personal contribution has been to collect data (through a questionnaire and desk research) and write the chapter on external debt management during the COVID-19 pandemic.

Name of assignment or project: African Debt Monitor (ADM) project

Year: 2018 and 2020

Location: Home based

Client: Collaborative Africa Budget Reform Initiative (CABRI), South Africa. In 2018 I was a sub-contractor for Oxford Policy Management (OPM), UK while in 2020 I was recruited directly by CABRI.

Main project features: 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 centralized information on African government debt.

Position held: Consultant

Activities performed: In 2020, I put together a team of three consultants to conduct the 2020 ADM survey. Activities included: advise on survey methodology; questionnaire design; data collection and validation; debt data analysis and upload onto the web platform. I also wrote an analytical paper on “The state of public debt transparency and accountability in Africa” available at: <https://www.cabri-sbo.org/en/publications/africa-debt-monitor-analysis-the-state-of-public-debt-transparency-and-accountability-in-africa> using the ADM database.

Name of assignment or project: Advisor to Kenya’s Public Debt Management Office

Year: 2020 (6-month contract)

Location: Nairobi, Kenya and home based

Client: National Treasury (NT), Ministry of Finance, Kenya. Project funded by the World Bank.

Main project features: Advise the NT’s Directorate for Public Debt Management Office (PDMO) to improve the efficiency in its operations; review the current distribution of functions among the three departments of the PDMO 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.

Position held: Debt Management Adviser

Activities performed: Undertake a review to identify areas of improvement in operational, legal framework and risk management; Review current procedures in donor funds flow data capture from implementing agencies, resource mobilization to supporting the back office in its responsibility for the debt registry function.; Review and advise on strategies to improve on absorption of donor funds in development projects and programmes; Evaluate and advise of needed support functions to the PDMO e.g., legal, human resources and IT; Reviewing current distribution of departmental roles and responsibilities in the PDMO and drafting organizational guidelines to align the responsibilities of the separate units of the PDMO to best practices that support improved efficiency in debt contracting, and mitigation of conflict of interest risks through proper separation of roles; Undertake three training workshops to build debt management capacity within the PDMO.

Name of assignment or project: Caribbean Development Bank (CDB) Cluster country evaluation of the Organisation of Eastern Caribbean States (OECS) and the Overseas Dependent Territories (ODTs)

Year: 2019

Location: Homed based

Client: Caribbean Development Bank

Main project features: Assessment of CDB's programming and performance in up to 10 OECS and ODT countries with a view to inform Country Strategies, Loan and Grant Portfolio and Technical Assistance.

Position held: Part of a team led by the Universal Management Group, Quebec, Canada.

Activities performed: My personal contribution was to evaluate CDB's Policy Based Lending (PBL) portfolio

Name of assignment or project: Support to Public Finance Management Reform

Year: 2018 – 2019 (3-month assignment executed in two visits)

Location: Maseru, Lesotho

Client: Government of Lesotho

Main project features: In-country short-term debt management adviser

Position held: Sub-contractor to LINPICO SARL, France). Part of an EU-funded PFM reform project

Activities performed: Advised the Government of Lesotho on debt management issues including legal and institutional arrangements.

Name of assignment or project: Mid-term Review of the IMF/WB Debt Management Facility (DMF) II

Year: 2017

Location: Home based with missions to Tanzania and the Kyrgyz Republic

Client: Debt Management Facility (world Bank)

Main project features: Mid-term evaluation of the Debt Management Facility Phase II

Position held: Part of a team by the Universal Management Group, Quebec, Canada.

Activities performed: Missions to Tanzania and Kyrgyz Republic to interview stakeholders and write two case studies; contribution to evaluation study

Name of assignment or project: Mongolia: Functional review of debt management functions in the Ministry of Finance

Year: March/April 2017 (on-going)

Location: Mongolia

Client: World Bank, Global Governance Practice, Public Sector Institutions

Main project features: Comprehensive review of the existing legal, regulatory and institutional framework for debt management functions within the Ministry of Finance as well as comparison with best practice. Provision of a medium-term plan and recommendations for enhancing the organizational framework and functions to be able to respond to the challenges faced by the government.

Position held: short term consultant

Activities performed: Analyze current organizational structure; assess how current structure is influencing the effective and efficient performance of the department and divisions functions as well as options on how to improve the structure; assess current assignment of functions including roles and responsibilities; identify

alignment with international better practices, including PEFA; determine the quality in the execution of existing functions; assess the division among policy design and execution roles; identify functions that should be assigned to the departments and divisions.

Name of assignment or project: Maldives: Debt Management Specialist-Middle Office

Year: May 2015- March 2016 (six months in-country, delivered as three interventions of approximately two months each)

Location: Maldives

Client: Government of the Republic of the Maldives.

Main project features: Improve debt management operations especially for the establishment and streamlining of debt management reporting and analysis. Enable the evaluation of associated costs and risks in borrowing and improve the composition of the debt portfolio of the country to manage cost/risk trade-offs.

Positions held: International consultant

Activities performed: Improve the internal organization of the debt management department, in particular the Middle Office. Train staff in the use of CS-DRMS and other debt management software tools for analyzing and publishing debt data. Assist in delivering MTDS training in collaboration with the World Bank; trained staff in the production of Maldives' debt management strategy 2016-2018; drafted and facilitated the adoption of policy and guidelines for the granting of sovereign guarantees; and trained staff to produce the Maldives' first ever quarterly and annual debt bulletins.

Name of assignment or project: "Contributing to debt management capacity building, options for DFID"

Year: April 2015

Location: London, United Kingdom

Client: Department for International Development (DFID), Government of the United Kingdom

Main project features: Produce a paper on the current situation of debt management capacity building initiatives in developing countries and the remaining gaps. Report addressed the following questions:

- Which areas of debt management capacity building, and which regions of the world, are already well-covered by existing debt management capacity building initiatives?
- Which areas of debt management capacity building, from the strategic level down to the implementation level, are being less well-covered by existing debt management capacity building initiatives?
- With a focus on DFID's priority countries, what are the key remaining gaps in terms of ensuring long-term debt sustainability that could feasibly be met (to at least an extent) by new or expanded debt management capacity building initiatives?
- What are the key constraints in ensuring full success of existing debt management capacity building initiatives (e.g., financial? the availability of experts? lack of implementation capacity in recipient countries? other?)
- Is there a need for extra donor support in this area, and if so, on which activities?
- Are there suggested support measures that are likely to be most effective?

Positions held: short-term consultant

Activities performed: Held interviews with some 17 international stakeholders and recipient countries worldwide; produced an advisory Report on Capacity Building in Public Debt Management to inform DFID's IFI Strategy team.

Name of assignment or project: Presentations at international conferences/meetings in public debt management (PDM) and training activities**Year:** 2014-2017**Location:** Various**Client:** World Bank; MEFMI; Asian Development Bank; DIFD; UNCTAD; Crown Agents**Main project features:** Dissemination of best practice in public debt management**Positions held:** Chair or Presenter**Activities performed:**

- 2017: Delivering a presentation at a webinar organised by World Bank Treasury. Topic: "Role and functions of an efficient debt management information systems"
- 2016: Facilitator at MEFMI's workshop on PDM for Parliamentarians. Topic: various
- 2016: Presentation at ADB's 2016 Asian Regional PDM forum. Topic: ICT for effective PDM
- 2016: Presentation at a DFID Round Table. Topic: Domestic debt and contingent liabilities in the context of IMF/WB Debt Sustainability Framework (DSF)
- 2015: Chairing a panel at UNCTAD's 10th Debt Management conference. Topic: Main challenges confronting debt managers and capacity building needs
- 2014: Facilitator at a Crown Agents/MEFMI workshop on PDM for Parliamentarians. Various topics.

B: As Director, Special Advisory Services Division (SASD), Commonwealth Secretariat**Name of assignment or project:** Director, SASD (full time position)**Year:** 2007-2013**Location:** London, UK**Client:** Commonwealth Secretariat (employer)**Main project features:** Management of three technical assistance programmes (debt; trade and natural resources)**Positions held:** Director, SASD**Activities performed:** Supervised and mentored debt management team; reviewed and quality assured TORs as well as the reports submitted by staff and short-term consultants; participated in debt management training courses with a view to evaluating and quality controlling delivery; represented the Secretariat in international debt management meetings and ensured that debt programme was in line with best practice.

Commissioned and worked with evaluation experts to review debt management and other programmes so as to align delivery with strategic objectives.

C: As Adviser and Head and Chief Programme Officer (Economic), Debt Management Section (DMS), Commonwealth Secretariat**Name of assignment or project:** Adviser and Head and Chief Programme Officer (full time positions)**Year:** 2003 – 2007 and 1991 – 2003 respectively**Location:** London, UK

Client: Commonwealth Secretariat (employer)

Main project features: Management and implementation of the debt management programme

Positions held: Adviser and Head – Chief Programme Officer (full time positions)

As Adviser and Head of the debt management programme, involved in managing the budget, preparing the work programme and monitoring performance to ensure that targets were met.

- Ensured effective planning, monitoring and control over the delivery and quality of services provided and project outcomes.
- Managed a multidisciplinary team of Economists and IT professionals (about 20 staff including contractors/advisers/short-term consultants).
- Established and maintained relationships with other Divisions in the Secretariat; Commonwealth member countries and other international agencies working in debt management (such as World Bank and the International Monetary Fund (IMF)).

As Chief Programme Officer, managed a varied portfolio of debt management projects; advised governments on debt management policies and strategies including institutional issues and the use of CS-DRMS; the design and development of debt management strategies; and the implementation of HIPC and MDRI debt relief in CS-DRMS.

Certification:

I certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience.



12/03/2025

Signature of Staff Member or Authorized Representative of the staff

Date

(Day/month/year)