

T. Peter Burgess, MA FCA

CONTACT INFORMATION

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PROFESSIONAL EXPERIENCE

General experience. Mr. Burgess has had more than eighteen years of highly successful development oriented professional and management experience. He has successfully employed economic and financial analysis techniques to support planning and implementation of development initiatives in more than 40 different countries with different cultural environments and different legal and institutional frameworks. he has had senior private sector financial management responsibility and he is experienced in working with the public sector as consultant and advisor in economic and financial aspects of national reform. He has in depth knowledge of recent developments in information technology and institutional change methodologies. Much of Mr. Burgess's work has benefited from multi-function and multi-sector thinking and coherence between strategic planning, technology potential and implementation detail.

Financial management. Mr. Burgess has a track record of effective financial management in support of private sector profit performance and public sector development. The financial management techniques Mr. Burgess uses have helped organizations focus limited resources on the problems that constrain success. Under Mr. Burgess's financial oversight US and international companies have increased their productivity, expanded their operations and achieved substantial profit improvement

Financial accounting. Mr. Burgess has had Chief Financial Officer and Controllershship experience in large US corporations operating internationally and subject to SEC regulations. He has used financial accounting systems as the foundation for comprehensive external reporting and high performance management information systems used by all enterprise functional areas. Mr. Burgess has coordinated all aspects of

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the enterprise audit. He has integrated internal corporate strategic planning into the financial budget process and periodic accounting feedback systems.

Cost accounting, analytical accounting. Mr. Burgess has designed and implemented systems to provide analytical financial and accounting information within the corporate framework, for projects and within public sector systems. Mr. Burgess has used industrial engineering and technical production information to design systems to identify and measure critical variable cost factors. Cost analysis data has been used to achieve major improvements in production performance. Contribution analysis has been used to improve marketing performance to maximize corporate profits. Various forms of balance sheet analysis have been used to identify ways to maximize economic value added. Mr. Burgess, has been successful in achieving major improvements in corporate productivity by using existing cost and technical information to identify the key variables. Similar analysis techniques have been used in a range of industries from high volume consumer products to heavy engineering and high technology production.

Management accounting. Mr. Burgess has designed and implemented management accounting systems for corporate management which provide both summary information useful for strategic analysis and oversight review and operational management detail to identify and address problem areas. Mr. Burgess has designed systems that integrate details with summary information, and integrate operational information with strategic information. Reporting systems he has designed include non financial key item information as well as financial data.

Development planning. Mr. Burgess has worked on development planning at the national and area level. In Ethiopia he worked on a UN multi-agency mission for area development planning for the Ogaden. In Malawi he worked as team leader on a UN multi-agency mission for area planning in (Mozambican) refugee affected areas. Mr. Burgess did the program level planning for the first development plan for Namibia after independence.

Project preparation and appraisal. Mr. Burgess has worked on project preparation for enterprises planning to use IFC project financing in Madagascar and Mauritius, for aquaculture projects in various countries including Madagascar and Mozambique and for shrimp fisheries projects in more than fifteen countries in Africa, the Middle East, South Asia and Latin America. Mr. Burgess has participated in World Bank and IFAD project appraisal teams in several countries including India, Myanmar and Nigeria.

Project evaluation. Mr. Burgess has carried out many assignments for UNDP to evaluate project performance including, inter alia, assignments for civil service staff training, fisheries development. He has participated in World Bank supervision missions in agriculture, industrial and artisanal fisheries and government financial management. He provided an independent assessment of the success of privatization of the coffee industry in Burundi to justify further privatization initiatives.

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Donor coordination and resource mobilization. Mr. Burgess has been an advisor on donor coordination and resource mobilization in several countries including Namibia as part of the follow up to the successful UN resource mobilization conference. He has also worked on various aspects of capacity building for donor aid coordination in Lesotho, Mozambique and Nigeria including strengthening DCAS/DCR information management systems. He has advised on project design that supports multi-donor financing.

Project accounting and management. Mr. Burgess has advised on and implemented project level accounting and management systems including for IFAD projects in Nigeria and Ghana, private sector investment projects in Africa, Middle East and Latin America and World Bank projects in West Africa, Middle East and South Asia. He has designed and implemented PC based database information systems for project financial management and financing institution reporting.

Project oversight management. Mr. Burgess has assisted government departments in the establishment of oversight management systems for projects, including the establishment of database systems to provide management information on public sector investment portfolios of more than 2,000 projects in Pakistan, and several similar systems in support of improved capacity for donor provided resource management.

Privatization. Mr. Burgess has experience in privatization planning. Inter alia, he has been the valuation specialist for a World Bank privatization project in Laos and has developed oversight control systems for the management of public enterprise portfolios. Mr. Burgess experience in private sector financial management complements his experience in the public sector in all areas of the privatization process.

Institutional analysis and capacity building. Mr. Burgess has private sector and public sector experience in institutional analysis and capacity building. He has been an adviser to the World Bank on assignments in Africa, the Middle East and South Asia involving major public sector institutions. He has done work with UNDP on institutional analysis and capacity building including assessment of staff training needs and formal staff training.

Public sector reform and management of change. Mr. Burgess has worked on public sector reform in many countries. The planning for development in newly independent Namibia was national reform. In Kazakhstan the reform focus was on government financial management systems to support conversion from the communist state model to the democratic model.

Training. Mr. Burgess has experience in various aspects of training. He has done training needs analysis in various development environments including the African Development Bank and the civil service. He has advised on curriculum development in the area of privatization, accounting, financial and economic analysis. He has worked on training for change management within public sector reform.

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Government financial management and information systems. Mr. Burgess has formal training and experience in financial and cost accountancy. He has been an early adopter of the related computer system technologies required for efficient management information. His experience includes main-frame legacy systems, the PC X-base environment, client/server using Microsoft NT with Sybase and Oracle databases and early adoption of the Java internet paradigm. In Barbados he has implemented a client/server government financial management system to support higher performance in the public sector.

Change management processes. Mr. Burgess's work has been a catalyst for large scale institutional change during corporate reorganization and within the framework of the public sector and national development. Mr. Burgess was one of the founding members of the Change Institute which has expanded into

EMPLOYMENT HISTORY

- 1997 to now Burgess Management Associates/Cofina RK Inc/Change Institute Inc
Financial management, financial analysis, strategy, change, development
planning and project analysis, governance and accountability.
Development of training programmes and research studies.
- 1995 to 1997 KPMG/Barents Group LLC Director/Senior Advisor
Financial accounting and management reform for Kazakhstan.
Government financial accounting and MIS development for Barbados
- 1978 to 1994 Burgess Management Assoc. Consultant
Advisor on financial management and corporate strategy to private sector
corporations. Specialist in financial information systems and corporate
planning. Advisor on assignments funded by UN, UNDP, IFAD, World
Bank, IFC, UNHCR, etc. Advised at all stages of project cycle from
identification and planning to post implementation evaluation. Specialized
in public sector reform and policy issues with emphasis on planning and
financial management, management in humanitarian and emergency
situations. Advised on sustainable development, human resource
development issues, employment generation and training. Advisor on
government budgeting, Development planning and resource mobilisation
- 1974 to 1978 Continental Seafoods Inc. VP Finance and International Controller
Financial accounting, budgets and planning, fisheries sector development,
international project management, human resource administration
- 1970 to 1974 Gulton Industries Inc. Finance and operations line management
Financial and cost accounting, budgets and planning, product line analysis,
acquisition analysis, turnaround planning, manufacturing management,
human resource administration
- 1967 to 1970 Aerosol Techniques Inc. Finance and operations line management
Financial and cost accounting, budgets and planning, acquisition analysis,
materials management, human resource administration.
- 1966 to 1967 H.A.Simons Ltd. Project accounting
Planning and cost estimating, Project cost oversight accounting, Project
management and control, Field accounting (Pulp and Paper Industry)

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1962 to 1966 Coopers and Lybrand Articled clerk
 Audit and financial analysis

1961 to 1962 Davy Ashmore Group Engineer / management trainee
 Project engineering, project planning, cost accounting (Heavy engineering,
 Iron and Steel industry, Chemical and Nuclear industry, Mining)

ACADEMIC AND PROFESSIONAL QUALIFICATIONS

Graduate of Cambridge University, United Kingdom, BA 1961 MA 1966

 Sidney Sussex College 1958-1961

 Department of Economics, Economics Tripos Part II

 Department of Engineering, Mechanical Sciences Tripos Part I

Fellow of the Institute of Chartered Accountants, England and Wales,

 ACA 1965 FCA 1975

 Articled with Coopers and Lybrand, London 1962-1965

Continuing Professional Education

 Focus on management analysis, financial accounting, cost accounting, strategic planning and change management techniques. Development economics and government reform: financial management processes, governance and accountability. Institutional performance and productivity: quality management systems, business process reengineering, organizational development, human resource management, information systems and process analysis, application of information technology, PC software (spreadsheets, database systems, networking, groupware), Client Server (RDBMS, CASE and application development software), GIS, OLAP, DSS, Data Warehousing, Internet and Java application development.

LANGUAGE PROFICIENCY

 English Native language

 French Good

MEMBERSHIP OF PROFESSIONAL SOCIETIES

 Institute of Chartered Accountants in England and Wales

 Association of Chartered Accountants in the United States

 International Consortium on Government Financial Management

 International Federation of Accountants - Public Sector Network

COUNTRIES OF WORK EXPERIENCE

- * UK, Northern Ireland, France, Germany, Denmark, USA, Canada.
- * El Salvador, Nicaragua, Costa Rica, Barbados, Brazil, Guyanne Francaise.
- * Malaysia, Thailand, Laos, Myanmar, Afghanistan, Kazakhstan.
- * India, Pakistan, Mauritius, La Reunion, Madagascar.
- * Somalia, Ethiopia, Sudan, Kenya, Burundi, Malawi, Mozambique, Lesotho, Namibia, Nigeria, Ghana, Benin, Cote d'Ivoire, Mali, Liberia, Sierra Leone, Guinea Bissau, Guinea (Conakry), Senegal.
- * Kuwait, Saudi Arabia, Oman, Yemen (YAR) and Yemen (PDRY).

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Government accounting. Mr. Burgess drafted the functional requirements for the reformed government accounting system and defined the new comprehensive analytical account code system in Kazakhstan. He implemented a prototype demonstration client/server database system for the Office of the Accountant General of the Government of Barbados. He is familiar with the government accounting and financial management systems being used in many countries around the world.

Project level financial analysis. Mr. Burgess has done financial analysis for project level preparation, appraisal, implementation accounting, management analysis and oversight monitoring for projects in many countries including Madagascar, Nigeria, Benin, Ghana, Liberia, Pakistan, Lesotho, Mozambique. He has helped implement accounting database systems to facilitate project accounting and financial analysis.

Public sector planning. Mr. Burgess has been an advisor on government and public sector reform with emphasis on planning, budgeting and financial management. Mr. Burgess had a leading role in the preparation of the first development plan for Namibia after independence. He worked on area planning in areas effected by emergency in Africa and South Asia. He has advised on development planning, aid coordination and resource mobilization in many countries in Africa and South Asia.

Human resource management. Mr. Burgess has been responsible for corporate administration and human resource management as well as manufacturing line management and the leadership of company reorganization. In these roles, Mr. Burgess has had to deal with the people issues in the best possible way for company and staff. He has worked in unionized environments, as well as overseas where the rules and regulations regarding personnel administration are very different from the United States.

Training advisor. Mr. Burgess has made training an integral part of almost all the assignments he has been involved with. He has advised on training needs in the development banking and finance sectors and the public sector in several countries including the Cote d'Ivoire, Lesotho, Nigeria, Madagascar, Mozambique, Kuwait and Saudi Arabia.

MIS. Mr. Burgess learned basic MIS implementation management techniques from IBM and others during the first era of conversion from manual to mainframe systems. He has subsequently been involved in downsizing legacy systems to mini and micro computer systems. Since 1994, he has worked with client/server architecture for large scale government accounting and financial management systems. He has worked on computerization strategy for public and private sector with emphasis on enterprise financial and operations analysis.

International experience. Mr. Burgess has worked professionally in over 40 different countries, mainly in short term advisory assignments. His native tongue is English. He has good knowledge of French. He has worked in environments where the primary language has been Spanish, Portuguese, Arabic, Russian, German, Afrikaans, Lao and

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Thai. Mr. Burgess appreciates the importance and sensitivities of cultural, religious and ethnic differences.

Other areas of numerical analysis. Mr. Burgess has done organization analysis at the ministry level, in the parastatal sector and for banking and training institutions in many countries. He has done sector analysis in many countries in Africa, Asia, the Middle East and the Americas. He researched global strategy for more than 50 major corporations for the Directions Intelligence publication. He has also researched technology trends in a variety of industries, some of which were published by International Resource Development Inc.

Government and public sector planning. Mr. Burgess has been an advisor on government and public sector reform with emphasis on planning, budgeting and financial management. Mr. Burgess has a leading role in the preparation of the first development plan for Namibia after independence. He has advised on development planning, aid coordination and resource mobilization in many countries including Mozambique, Malawi, Ethiopia, Lesotho, Nigeria, Liberia and Afghanistan, often in connection with emergency situations. He has worked on government financial systems at the central and ministry level in Barbados, Kazakhstan and Sierra Leone and has done consultancy on project level accounting, management analysis and oversight monitoring in Nigeria, Benin, Ghana, Liberia, Pakistan, Lesotho, Mozambique. He has done organization analysis at the ministry level, in the parastatal sector and for training institutions in Mozambique, Cote d'Ivoire, Mauritius, Laos, Madagascar, Mali. He has done sector analysis in many countries in Africa, Asia, the Middle East and the Americas.

Corporate productivity improvement. Mr. Burgess, has been successful in achieving major improvements in corporate productivity. As VP Manufacturing at Southern States Inc. he was responsible for a major reorganization of the manufacturing units including foundry operations to improve productivity. He changed the product design process so that realistic production cost information was used in product design and then in product pricing. The decision data for marketing strategy, product design and pricing was changed to reflect factory capacity as well as technical costing to maximize profit contribution. The profit and productivity performance of the company remained a benchmark for several years after Mr. Burgess left the company. Mr. Burgess has worked on corporate productivity improvement involving inventory and materials management including materials flow analysis in the iron and steel and heavy engineering industry, offshore manufacturing relocation. He achieved manufacturing productivity improvement with a complete change in manufacturing philosophy in high volume consumer product manufacturing that enabled production management to optimize labor productivity. He achieved a major overall corporate productivity improvement and business turnaround using a series of cost and productivity studies to rationalize the company's product line and manufacturing facilities.

Mergers and acquisitions, privatization. Mr. Burgess has been involved with corporate mergers and acquisitions throughout his career including the identification of possible

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acquisition candidates, valuation and negotiation. He has had repeated success by combining the result of basic financial analysis with valuation based on taking into account the unrealized earnings potential of key staff, technical know-how and market position. Mr. Burgess has worked as a privatization advisor on valuation for state enterprises in several countries including several countries in Africa, Central America and South Asia.

Construction management. Mr. Burgess has worked on large scale construction involving steel mills in several countries in Europe as well as South Africa, India and Australia. He also worked on pulp and paper mill construction projects in Canada and the United States. Mr. Burgess combined his knowledge of engineering and accounting to introduce innovative ways to achieve effective timely cost control for large scale construction projects. Mr. Burgess has had oversight or consulting responsibility for factory construction in several developing countries including food processing in Nigeria and El Salvador and textile factories in Madagascar and Mauritius.