

M. GÉRARD VERGER, Public Finance Expert

CURRICULUM VITAE

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Personal Data

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Qualifications

More than 30 years of experience, 20 as Project Manager, Management Consultant and Financial Analyst for projects and studies financed by the World Bank, bilateral funding entities, public and private enterprises especially in the fields of :

- public finance and modernization of the State Budget (Expenditure Framework Medium-term budgeting and activity-based management aimed on results);
- strategic, operational, technical and financial audits of utilities companies (electricity, water, telecommunications, postal service);
- economic, institutional and legal studies in utilities companies;
- sectorial strategies for privatization and private sector development;
- institutional reforms and rehabilitation of public enterprises;
- valuation and privatization.

Education

1969 - Bachelor Degree in Management (D.E.C.S.), I.E.E., Law Faculty, Lyon, France
1971 - Certificate in Management and Organization of Enterprises, I.E.E., Law Faculty, Lyon, France
1977 - Accounting Certificate, University of Quebec, Montreal, Canada
1979 - Corporation of Certified Management Accountants of Quebec, Canada
1980 - Training in computer science and programming, University of Quebec, Montreal, Canada

Professional Association

- Institute of Public Administration of Canada

Countries of Assignment

Algeria, Benin, Burkina Faso, Canada, Central African Republic, Chad, Comoros, France, Gabon, Gambia, Guinea, Haiti, Ivory Coast, Madagascar, Mali, Mauritania, Niger, Rwanda, Senegal, Togo, USA, Democratic Republic of Congo.

Languages

	Read	Spoken	Written
French	Very Good	Very Good	Very Good
English	Very Good	Good	Good
Spanish	Good	Fair	Fair

Professional experience

- Since 1988** **S.P.I.D. Verger Inc., Canada, Vice President**
- 1986-1987** **General Woods and Veneers Ltd Group, Canada,** Financial Director for Forescom (integrated wood processing complex) a state-owned company in Zaire (CIDA financed), responsible for:
- x Company rehabilitation: financial turnaround, commercial strategy, rehabilitation of production operations, new human resources policies, head office move;
 - x Implementation of systems allowing accurate management and control of financing from international agencies in accordance with each agency's rules and regulations and company needs;
 - x Change from heavy losses since the beginning of the Canadian intervention, to the company breaking even by the end of 1986 and making profits in July 1987.
- Management of 1,800 employees.
- 1982-1985** **Canadian International Development Agency, Ottawa, Canada,** Professor of accounting and audit - National University of Rwanda
- Head of a research program on national accounting System to determine country's needs. Proposals for training and teaching improvement in relation to needs. Advisory to the Cooperative Research and Training Center (I.W.A.C.U.): Assistance in the implementation of an accounting system. Diagnosis study on internal audit of the National University.
- 1979-1982** **Durand Hardware Limited, Montreal, Canada,** Financial Director
- 1978-1979** **Lise Watier Incorporated, Montreal, Canada,** Assistant-Comptroller
- 1977-1978** **Compact Agency Incorporated, Montreal, Canada,** Cost-Accountant

- 1974-1975 **Société Friguia, Guinea; Bauxite mining company, Assistant Chief Accountant**
- 1972-1974 **Accounting and Financial Technology Institute, Algeria, Professor of accounting**

ASSIGNMENTS

Public Sector Management

Departments of Ministries

- ✓ Functional support for the implementation of SIGFIP in Haiti: Planning of works; support to the Ministry of Economy and Finance and to the Project Team; interface with the software supplier and coordination of work.

[Funding Agency : World Bank; Client: Ministry of Economy and Finance; Mandate: Expert in public finance; Exercise: 2019-2020]

- ✓ Assessment on the implementation of HRIS-Payroll in the Democratic Republic of Congo and recommendations for its operationalization: institutional diagnosis; examination of the various statutes of state agents; analysis of the different computerized human resources administration systems of ministries and institutions (FARDC, PNC, Ministry of Health, SECOPE - Education); development of a project to set up an integrated, highly secure human resources and payroll system, including: fiber optic network and radio loop, data centers, upgrading of MINFP premises, ARH ecosystem, definition of macroprocesses, manuals of procedures, etc.

[Funding Agency : World Bank; Client: PRRAP / Ministry of the Civil Service; Mandate: Expert in public finance; Exercise: 2019-2020]

- ✓ Functional expert to assist the Ministry of Economy and Finance with a view to the selection of the Integrator responsible for the implementation of SIGFIP in the Republic of Haiti: support for the launch of Tender Notices (AAO) ; development of a methodology allowing rigorous and fair evaluation and grading of bidders' offers; preparation of the arrival of experts to intervene in the software and integrator selection phase.

[Funding Agency : World Bank; Client: Ministry of Economy and Finance; Mandate: Expert in public finance; Exercise: 2018-2019]

- ✓ Support for the finalization of the tender dossier for the selection of the Integrator of the implementation of the SIGFP in Haiti: study of the information systems needs for the Balance and Pensions; writing of macro processes related to budget preparation, credit management, budget execution, accounting, fixed asset management, decision-making aspects and interfaces.

[Funding Agency : World Bank; Client: Ministry of Economy and Finance ; Mandate: Expert in public finance; Exercise: 2017]

- ✓ Design Functional Specifications of the Public Finance Information System of Benin: functional file of the future Beninese financial management system of public finances (DPPD, PAP, PTA: budget preparation, management of budget execution credits). Subsequent interventions.

[Funding Agency : UE: PAGE Benin ; Mandate: Expert in public finance; Exercise: 2018]

- ✓ Support to the ECCAS Organization in order to introduce : (i) a multiannual program (3 years) through the development and setting out a medium-term budget framework (MTBF); (ii) the effective control of an oriented budgeting program performance within the ECCAS General Secretariat departments. Capacity building of actors of Planning-Programming-Budgeting-Monitoring system (PPBS), particularly in terms of preparation, implementation and monitoring of MTBF. Adaptation of the fiscal management cycle of procedures and methods.

[Funding Agency : African Development Bank; Client: ECCAS; Mandate: Expert in public finance; Exercise:, 2015]

- ✓ Support to the development of a new budget information system (SIB) in Ivory Coast : Functional analysis of the future system of financial management of public finances (scoping, preparation, budget execution, decision making system, interfaces).

[Funding Agency : Ivorian State; Client: ESUD / SNDI; Mandate: Expert in public finance; Exercise: Ongoing, 2015]

- ✓ *Assessment of the main stages of the public investment management cycle in Haiti (identification, assessment, planning and budgeting, implementing, monitoring, and final evaluation) and design reforms aiming at enhancing the performance of the public investment system.*

[Funding Agency: World Bank / IDA Client: World Bank; Title: Expert in Public Finance; Year: 2014.]

- ✓ *Assessment of Public Financial Management system for the Use of Country System in Democratic Republic of Congo and Republic of Congo.*

[Funding Agency: World Bank / IDA Client: World Bank; Title: Expert in Public Finance, Team Leader; Year: 2013]

- ✓ *Design of a Public Financial Management and Accountability Program for the Democratic Republic of Congo.*

[Funding Agency: World Bank / IDA Client: World Bank; Title: Expert in Public Finance; Year: 2013]

- ✓ *Support for Administrative and Financial Directors Comoros. Analysis of the departments administrative and financial practices. Drafting of a manual of administrative and financial procedures and several decrees related to the career of Administrative and Financial Directors, their number and the obligation for government departments, commissions and institutions of State to comply to a unique set of administrative and financial procedures.*

[Funding Agency: World Bank / IDA Client: Appui à la Bonne Gouvernance Economique (ABGE); Title: Expert in Public Finance; Year: 2012]

- ✓ *Implementation of reinforcement plans in various directorates of the Ministry of Finance and Budget in Chad and support to the Project Secretariat (STP) of the Project of Modernization of Public Finance (PAMFIP). The mission aims to strengthen the capacity of services involved in the circuit of the expenditure and to improve public financial management.*

[Funding Agency: World Bank / IDA Client: Action Plan for the Modernization of the Public Finance Management (PAMFIP); Title: Expert in Public Finance; Year: 2011 - In progress]

- ✓ *Mid-Term Evaluation of the Project to Support Capacity Building in Public Finance (PARCAFIP) in Chad.* Assessing the results obtained for each of the components and sub-components; strategy implementation; resources allocated to achieve those objectives and institutional framework for implementation; practices for monitoring and evaluation; synergy with Government and other donors' interventions in the reform of public finances.

[Funding Agency: World Bank / IDA Client: Action Plan for the Modernization of the Public Finance Management (PAMFIP); Title: Expert in Public Finance; Year: 2011]

- ✓ *As part of the design and implementation of the Framework of Medium Term Expenditure,* update on the situation of public finance reform in the Democratic Republic of Congo, more specifically on the budget process. Identification of the fields of actions not covered by the various donors interventions and proposition of an action plan that will meet the needs.

[Funding Agency: World Bank / IDA Client: Projet de Renforcement des Capacités de Gouvernance (PRCG) / Ministry of Budget; Title: Project Manager; Year: 2011]

- ✓ *Support of the Directions of Financial Control and “Ordonnancement” (Ministry of Finance), Chad.* Review of procedures, organization chart, job descriptions, reorganization of services. Decentralization of Financial Control in three pilot ministries.

[Funding Agency: World Bank / IDA Client: Action Plan for the Modernization of the Public Finance Management (PAMFIP); Title: Expert in Public Finance; Year: 2010]

- ✓ *Modernization of budget systems in Algeria.* Organization's support and systems development skills and expertise necessary to be able to present to the National Assembly the 2012 budget in program approach. The reform covers forty ministries and public institutions, the territorial bodies and decentralized services. Achieving these goals required (i) a legal framework adapted to the principles of fiscal reform, (ii) corresponding sector strategies and medium term expenditure framework (MTEF and sectoral MTEFs), (iii) a multi-year budget including all public expenditures and (iv) a framework of public expenditure management aimed on results and performance evaluation. The sustainability of the reform lied on a major training program for Algerian officials (4 000 people initially and 10 000 in the medium term).

[Funding Agency: Democratic and Popular Republic of Algeria; Client: CRC SOGEMA; Title: Project Director; Years: 2008 - 2010]

- ✓ *Support to the Direction of Financial Affairs and Equipment (Ministry of Finance), Chad.* Review of procedures, organization chart, job descriptions; development plan for the next three years with an emphasis on short term goals to start with; reinforcement capacities plan; planning of infrastructure works to be initiated rapidly (store fitting, signalization plan for the Ministry, electricity setup, security...).

[Funding Agency: World Bank / IDA; Client: Ministry of Finance of Chad; Title: Management Expert; Year: 2007]

- ✓ *Budget Preparation for the first 5 years of the Vocational Education and Training Reform in Guinea (Conakry).* Propositions for a financing strategy.

[Funding Agency: Canadian International Developing Agency; Country: Guinea; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Management Consultant; Year: 1996]

Water Sector

- ✓ *Definition of principles in order to bring private sector in Public-Private Partnerships in water supply in 6 medium size cities of the south of Chad.* Review of the legal and regulatory framework and the special context of each city; proposals for a strategy taking care of the institutional players' capacity and the possibility to make each system profitable.

[Funding Agency: French Development Agency (AFD); Client: BCEOM; Title: Private Sector Strategist; Year: 2006]

- ✓ *Designing of Strategy for Private Sector Participation in the Water and Sanitation Sector in Rural and Semi-Urban Area in Madagascar.* Examination of the legal framework, the Private Sector capacity to contribute to reform objectives and the ability of the Administration to coordinate the whole project. Strategic scenarios, action plan, schedule and costs of the proposals.

[Funding Agency: World Bank; Government of Madagascar; Client: BCEOM; Title: Private Sector Strategist; Year: 2005]

- ✓ *Fossilized Valleys Irrigation Project in Senegal (PRVF) – Global design of the Project Operation Management System (SGOP).*
Scope: 1) *Integrated Management System (SIG)* to be used during the construction phase (Project management and financial systems).
2) *Community Promotion and Information System (SGC)* defined as all the institutional setup, formalized process, methods, strategies and tools needed to improve Community participation in order to ensure project ownership. 3) *Institutional Setup during the operational phase:* roles and responsibilities of the different stakeholders and conflicts resolution, water management, facilities maintenance and financing, capacity building.

[Funding Agency: Taiwan; Country: Senegal; Client: SNC Lavalin – Dessau – Hydroconsult, Montreal (Qc), Canada; Title: Institutional Adviser; Year: 1998-2000]

- ✓ *Support for reform of the institutional framework of the Water Board of Togo (RNET) in order to design and implement : a leasing contract between the state and RNET and a water fund.* Achievements : requirements document; performance objectives; asset reallocation, model of indexing tariffs; maintenance plan; initial balance sheet; medium term budget; accounting setup... Design of consultation and decision-making process; participation in meetings of technical committees; preparation of documentation to obtain approval of interdepartmental committees.

[Funding Agency: World Bank; Client: CRC SOGEMA; Title: Adviser to the RNET; Year: 1995/1996]

- ✓ *Operational audit and restructuring proposals for OFEDES (Government-owned company working in water wells construction and operation).*

[Funding Agency: CIDA; Country: Niger; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Project Manager; Year: 1994-1995]

Energy Sector

- ✓ *Feasibility study of wind energy in Timbuktu (Mali)*. Analysis of the technical and financial feasibility aspects of the initial report; organizational setup, institutional and legal viability of the project; assessment of its economic, social and environmental viability; terms of reference for the project management.

[Funding Agency: European Union; Client: EGIS; Title: Project Manager; Year: 2011]

- ✓ *Analysis of Administrative, Accounting and Financial Procedures at SONABEL*, the Electricity Company in Burkina Faso. Writing and implementation a new manual in pdf format accessible through the company's intranet.

[Funding Agency: SONABEL; Client: SONABEL; Title: Project Manager; Year: 2005]

- ✓ *Design of a Cost Accounting System for an Electricity Company*. Implementation on ORACLE with interface with ORACLE Financials.

[Funding Agency: SONABEL; Client: SONABEL; Title: Project Manager; Year: 2004]

- ✓ *ORACLE Financials Implementation Assistance at SONABEL*, the Electricity Company in Burkina Faso - General Ledger (GL), Accounts Payable (AP) and Assets Management (FA). Review of procedures and policies; improvement of the accounting process; assistance to need, appropriateness and validation analysis as well as at the prototyping and implementation stages.

[Funding Agency: DANIDA; Client: CRC SOGEMA; Title: Technical Assistant; Years: 2001/2002]

- ✓ *Delegation Process Study at SONABEL*, the Electricity Company in Burkina Faso - Study aimed to help the top management to progressively move from a very centralized decision making process company to an organization where mid level executives are concerned and empowered.

[Funding Agency: DANIDA; Client: CRC SOGEMA; Title: Management Consultant; Year: 2001]

- ✓ *Business Opportunity study in the electric sector*

[Funding : Private; Country: Gambia; Client: Private; Title: Management Consultant; Year: 1999]

- ✓ *Modernization of the Electricity Sector in Haiti* – Conducted various studies in order to propose a new institutional design : demand of electricity, generation facilities, power transportation and distribution, environment, institutional and legal context, diagnosis of the utility company (Electricité D'Haiti). The next part of the assignment deals with the new sector design, the preparation of the invitation for proposals and giving advice to GoH during negotiations prior to privatization.

[Funding Agency: Inter-American Development Bank; Country: Haiti; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Project Manager; Years: 1997/1998]

- ✓ *Support to the drafting of performance contracts between the State of Togo and Public Service Entities* (water supply, electricity, postal service and telecommunication). Setting up negotiation process and timetable. Participation in definition of sector-based policies

and strategies, long and mid-term objectives, and schedules of conditions. Preparation of reports for interdepartmental Committees.

[Funding Agency: World Bank; Country: Togo; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Management Consultant; Year: 1995/1996]

- ✓ *Restructuring strategy and proposals for SENELEC* (The Senegalese-Owned State Electricity company) in order to establish the basis of an agreement between the Government and the funding agencies (World Bank, French Development Caisse...) to insure the future of the company.

[Funding Agency: CIDA; Country: Senegal; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Financial Analyst; Year: 1995]

Other assignments in Public Sector

- ✓ *Strategic Audit of the Telecommunications and Postal Office of Benin (OPTB)* – Operational and financial evaluation. Appraisal of a Build-Co-Operate-Transfer contract and its incidences on the Office financial situation.

[Funding Agency: Office des Postes et des Télécommunications du Bénin / Commission Technique de Dénationalisation; Client: CRC SOGEMA; Title: Project Manager; Year: 2002]

- ✓ *Cost of the Universal Postal Service and of the public obligations in Algeria* – Financial statements for the five past years. Cost accounting design. Calculation of the Cost of the Universal Postal Service based on the Net Avoided Costs (NAC); the Entry Pricing Approach was unappropriated in the Algerian context (existing rules restricted competition).

[Funding Agency: World Bank; Client: CRC SOGEMA; Title: Project Manager; Year: 2002]

- ✓ *Configuring the State Public Enterprises portfolio in Algeria* - In a context of the liberalization of the economy, configuration of the State portfolio in order to facilitate its management and the privatization of state owned enterprises.

[Funding Agency: CIDA; Client: CRC SOGEMA; Title: Management Consultant; Year: 2000]

- ✓ *Break-up of the Postal and Telecommunication sectors in Mauritania* – Separating out assets (constructions and land), others assets and liabilities. Closing balance sheet for OPT (the former Postal and Telecommunication entity), opening balance sheets for MAURIPOST (the new state-owned-company in charge of postal and financial services) and MAURITEL (the new telecommunication company to be privatized). Social plan for MAURIPOST employees.

[Funding Agency: World Bank; Country: Mauritania; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Responsible for break-up; Year: 2000]

- ✓ *Reform of the postal and telecommunication sector in Chad* – Restructuring the debt between the State, the Public Enterprise (ONPT) and the International communications company (TIT). Evaluation and pricing the shares of the private partner in TIT. Strategic

orientations for the postal sector. Social plan after reorganization of the new postal company (STPE).

[Funding Agency: World Bank; Country: Chad; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Financial Analyst; Year: 1999]

SOE Reform and Privatization

- ✓ *Management contract for postal services in Togo* – Presentation of different institutional options, schedule of conditions, management contract, invitation to tender, research of partners, selection process, support to Government of Togo during negotiations.

[Funding Agency: World Bank; Country: Togo; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Project Manager; Year: 1998/1999]

- ✓ *Valuation and Pricing of SIPRA, an integrated poultry operation. Assessing the method of privatization: Ivoirian State owned one third of the shares.*

[Funding Agency: IDA; Country: Ivory Coast; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Project Manager; Year: 1995]

- ✓ *Reform of state-owned enterprises sector. Enterprise diagnosis (100 companies): legal requirements, economic efficiency, financial viability. Proposals for physical rehabilitation, financial restructuring and classification.*

[Funding Agency: IDA-World Bank; Country: Madagascar; Client: CRC SOGEMA, Longueuil (Qc), Canada; Title: Project Manager; Year: 1992]

- ✓ *In a context of privatization of state-owned enterprises as a element of economic policy comprising deregulation and liberalization, review of the development strategy of Soavoanio, a state-owned enterprise running a coconut grove, producing copra and coconut oil. Study of partial privatization (mixed ownership), valuation and pricing.*

[Funding Agency: USAID; Country: Madagascar; Client: Ernst & Young, Washington DC, USA; Title: Financial Analyst; Year: 1990]

- ✓ *Public Sector Rehabilitation Study - Review of economic policies and public debts of state enterprises. Analysis of institutional and financial structure of enterprises. Evaluation of twelve public enterprises and recommendations of corrective measures.*

[Funding Agency: IDA-World Bank; Country: Rwanda; Client: Maheu Noiseux, Montreal (Qc), Canada; Title: Project Manager; Year: 1989]

Other Assignments

In addition to The Above Mentioned assignments, I have Performed or Supervised a large number of interventions Covering the Areas of education, health, agriculture, forestry, international trade, the Private Sector Development. The mandates addressed development strategies, programming, formulation of action plans or project evaluation.

Documents Online

Blog sur la « réforme des finances publiques » - <http://spid.com/wordpress>

La reddition des comptes. Novembre 2010. http://spid.com/reddition_comptes.pdf (2 745 Kb).

La participation du secteur privé dans l'exploitation des systèmes d'eau potable en milieu rural et semi-urbain en Afrique et l'utilisation optimum des fonds publics. Avril 2008. http://spid.com/acrobat/ppp_eau.pdf (762 Kb).

Démarche de privatisation des entreprises de service public - Cas de l'électricité. February 2005. http://spid.com/acrobat/privat_services_publics.pdf (3 462 Kb).

Modèles institutionnels de gestion des ouvrages d'irrigation. February 2001. <http://spid.com/acrobat/irrigation.pdf> (698 Kb).

Démarche de privatisation des entreprises publiques - Les étapes incontournables. April 1997. <http://spid.com/acrobat/privat.pdf> (452 K).

La délégation de gestion dans le secteur de distribution d'eau potable. February 1997. <http://spid.com/acrobat/eau.pdf> (198 K).

Attestation

I certify that this curriculum vitae is a current and accurate statement of my professional record.

April 7, 2020



Gérard VERGER, C.M.A.