

## CURRICULUM VITAE

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**Name** : Colin SEELIG  
**Date of Birth** : 19 April 1945  
**Nationality** : British  
**Profession** : Associate Director, Public Financial Management  
**Specialisation** : Public Financial Management

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### Key Qualifications

- Technical Director for Nigeria Debt Management Project, financed by DFID 1998 - 2005. This project led to the establishment of the Nigeria Debt Management Office, (DMO) which replaced the activities of a number of disparate organisations. The project supported the 2005 Paris Club negotiations which led to a comprehensive treatment of all bilateral debt.
  - Responsible for diagnostic assessments in Liberia Thailand, Nigeria, Nepal, Malta and Suriname of institutional arrangements for debt management. Also focused on verification of claims from creditors, procedures for payment on time and improving the quality of recording of transactions and forecasting.
  - Designed and launched a suite of training courses in debt management covering external debt, domestic debt, debt restructuring and new borrowing.
  - Implemented CS-DRMS projects in Nepal and Cape Verde, PDR Lao, Thailand and Malta which provided institutional development in debt management and created audited debt databases and analytical capability.
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**Education** :

- Wycliffe College, Stonehouse, Glos 1952 - 1963
- A Levels - Economics, French, Spanish

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<b>Language Capability</b>	<b>Speaking</b>	<b>Reading</b>	<b>Writing</b>
English (mother tongue)	Excellent	Excellent	Excellent
French <sup>1</sup>	Good	Good	Good
Spanish	Good	Good	Good
Arabic	Fair		

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**Countries of Work Experience** : Angola, Bolivia, Burundi, Cape Verde, Colombia, Gabon, Lao Malta, Nepal, Nigeria, Peru, Romania, Saudi Arabia, Sudan, Suriname, UK, Vietnam, Yemen

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<sup>1</sup> Is Honorary Consul of Burkina Faso in UK

## **Employment and Experience:**

### **2006 - Present Associate Director Public Financial Management, Crown Agents and freelance Consultant.**

#### **2009**

- Contributed to a toolkit prepared by the Commonwealth Secretariat to help countries resist the attention of Vulture Funds. I concentrated on preventive action to identify loans potentially at risk and ways of mitigating the risk of creditors selling loans to Vultures who might seize assets. I emphasised the importance of including this in the risk management strategy.
- Presented a paper on the importance of sound public financial management to a Foreign and Commonwealth Conference on Managing Risk in Africa at Wilton Park. It emphasised the importance of the right kind of political support for lasting reform and the role of strong parliamentary oversight which is well informed and vigilant. Full text at <http://www.netescape-secure.co.uk/wp/repositories/files/6fcf3d16-b966-4fdc-a6fc-e43c314c783a/Seelig.pdf>
- Conducted a commercial review of a computer based revenue management system (Total Revenue Integrated Processing System). The review concluded that TRIPS™ can be used to improve public financial management by making it possible to: compare aggregate revenue out-turn to original approved budget; demonstrate transparency of taxpayers' obligations and liabilities; monitor effectiveness for taxpayer registration and assessment; measure effectiveness in collection of tax payments; and measure effectiveness of import procedures (as required in a PEFA Assessment).
- Conducted a study into future needs for training in debt management in the light of the global financial crisis and its impact on developing countries. As part of this study, a survey was made of past participants in training courses, donors and creditors. Initial results show heightened concerns about risk, domestic debt and access to international capital markets. Countries also expressed interest in learning about new tools like the revised Debt Sustainability Framework as well as means to monitor private sector borrowing and other contingent liabilities.

#### **2008**

- Facilitated 2 day Commonwealth Secretariat retreat on future programme of support for countries using CS-DRMS and produced a report summarising recommendations.
- Delivered 7 training sessions (in French) on various aspects of Debt Negotiation and Renegotiation at a course organised by Commonwealth Secretariat for 14 countries, in Yaoundé, Cameroon.
- Second assistance mission to Gabon for AFRITAC Centre (IMF) to discuss comprehensive organisation and procedures for public debt management as a step towards the adoption of a procedures manual
- Second assistance mission to Burundi for AFRITAC Centre (IMF) to discuss comprehensive organisation and procedures for public debt management after completion of HIPC process, as a step towards the adoption of a procedures manual

#### **2007**

- Lead Consultant: Assessment of Commonwealth Secretariat Debt Management Regional Adviser Project.
- Design of training course on new borrowing for Mozambique.
- Government Debt Management: New Trends and Challenges (Central Banking Publications): contributed a chapter on evolution of debt management in developing countries.
- Lecturer on Crown Agents second Public Financial management training course, concentrating on PEFA assessments as a measure of progress.
- Assessment of needs for Debt Management Procedures Manual in Gabon and Burundi for AFRITAC Centre (IMF).

#### **2006**

- Launched a review of Crown Agents PFM product and an assessment of potential to widen and deepen its scope.
- Began a programme of training Foreign and Commonwealth Office staff on project management in a political context.
- Course Director Crown Agents first training course on Public Financial Management
- Prepared and presented winning submission to British Expertise for Consulting Company of the Year Award for work with the Nigeria Debt Management Office and its historic Paris Club debt cancellation

<b>1965 – 2005</b>	<b>Crown Agents</b>
<b>1994 – 2005</b>	<p><b><i>Director, Debt Management Services</i></b>          Developed a new range of services in debt management capacity building, comprising training, consultancy and the provision of computer based debt recording and management system.          Technical Director on a number of projects with responsibility for client and/or donor relations, project design, co-ordination of technical inputs, monitoring and evaluation of project progress and quality assurance.</p>
<b>2003 – 2005</b>	<p><b>Nigeria Debt Management Project Phase 2</b>  <b><i>Technical Director</i></b>          Objective of the project was to enable Nigeria to reach debt sustainability and develop the Debt Management Office to be recognised as a world standard organisation.</p>
<b>Dec 2002</b>	Jointly managed with Commonwealth Secretariat a project to set up a Debt Management Office in Malta where CS-DRMS 2000+ will be installed to record external and domestic debt.
<b>Nov 2002</b>	Designed and managed training course in the use of CS-DRMS 2000+ for SONANGOL, Angola's state oil company.
<b>Oct 2002</b>	Participated in an Inter-American Development Bank scoping mission to Suriname to design a project to set up a debt management office and compile a debt inventory using CS-DRMS 2000+.
<b>2002 - 2005</b>	<p><b>Vietnam External Debt Management Project</b>  <b><i>Technical Director</i></b>          3-year project to examine every aspect of the external debt portfolio including borrowing by state-owned enterprises. Designed to improve institutional arrangements and develop strategies for debt sustainability.</p>
<b>Apr – Jul 2002</b>	Participated in a World Bank workshop in Beijing to discuss introduction of CS-DRMS 2000+ for recording of external and domestic debt in China. Subsequently prepared design for project, which envisages a Chinese language version of CS-DRMS.
<b>May 2001</b>	International Conference on Sustainable Debt Strategy (for Nigeria). Organised preparation of debt data and debt sustainability analysis for use by discussants. Managed budget and contributed to organisation of this conference that was attended by over 200 people. Co-ordinated inputs to key session on debt sustainability.
<b>Jul – Dec 2000</b>	Worked with Nigerian officials to design and launch a new Debt Management Office, including organisation, functions, legal authority (Statute) and compilation of reliable external debt inventory using Commonwealth Debt Recording and Management System CS-DRMS.
<b>May 2000</b>	Undertook a diagnostic assessment of technical and human resource needs for debt recording in the Public Debt Management Office, Thailand. It encompassed recording of private sector debt at the Bank of Thailand.
<b>1996 – 1999</b>	Managed projects in Cape Verde and Nepal to introduce CS-DRMS and to make measurable reductions in the cost of debt service and improvements in forecasting as well as facilitate preparations for debt negotiations.
<b>1994 - 1995</b>	<p><b><i>Senior Manager Crown Agents Financial Advisory Service</i></b>          Through a series of projects (commercial bank debt workouts in Poland and</p>

reform of bank payment systems in Syria) developed a focus for the business which led to the development of corporate expertise in debt management.

- 1993** ***Procurement Consultant, Health Rehabilitation Project, Romania***  
This was one of the first World Bank projects following the fall of Ceausescu and required the urgent provision of goods and services to upgrade health services (both urban and rural) in Romania.
- 1993** ***Assistant Director, Resource Science and Technology (a wholly owned subsidiary of Crown Agents)***  
Following the transfer of Resource from the Department of Trade and Industry to Crown Agents, managed its incorporation into the organisation. Developed a business and marketing plan to change the business base from free provision of services under DTI into commercial offering from Crown Agents.
- 1990 - 1992** ***Resident Representative, La Paz, Bolivia***  
Managed part of the government's procurement programme (goods and services) of \$100m pa. This included providing training to local staff.
- 1987 – 1990** ***Director, British Arabian Technical Co-operation Limited (a wholly owned subsidiary of Crown Agents)***  
Developed a programme of paid technical co-operation to the Government of the Kingdom of Saudi Arabia and the Sultanate of Oman providing short term technical help by experts combined with a series of in-country training programmes to develop indigenous skills as a measure for the longer term.
- 1984 – 1986** ***Regional Director Middle East,***
- 1980 – 1983** ***Regional Manager Middle East***
- 1976 – 1979** ***Resident Representative Riyadh Saudi Arabia***
- 1974 – 1975** ***Crown Agents Secretariat  
Adviser***
- 1971 – 1975** ***Development Aid Division  
Adviser***
- 1965 – 1970** ***Crown Agents  
Buyer***