

## T. Peter Burgess, MA FCA

### CONTACT INFORMATION

T. Peter Burgess, MA FCA  
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### OBJECTIVE

Mr. Burgess is seeking to use his knowledge of private and public sector governance, accounting and accountability, financial analysis, information technology and change process management to improve institution performance.

### PROFESSIONAL EXPERIENCE

**General experience.** Mr. Burgess has had more than eighteen years of highly successful profit improving professional and line management experience. He has successfully employed financial analysis techniques for general management purposes. He has worked internationally in different cultural environments with different legal and institutional frameworks. He is experienced in reorganization and productivity improvement implementation, 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.

**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 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.

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**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.

**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

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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 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.

### EMPLOYMENT HISTORY

1997 to now	Change Institute	Senior Advisor
	Governance and accountability consultancy, research studies and development of training programme	
1995 to 1997	KPMG/Barents Group LLC	Director/Senior Advisor
	Financial accounting and management reform for Government of Kazakhstan. Government financial accounting and MIS development for Barbados	
1978 to 1994	Burgess Management	Consultant
	Worked as advisor on assignments funded by UNDP, IFAD, World Bank, UNHCR. Worked at various stages of project cycle from identification and planning to post implementation evaluation. Specialized in reform and policy issues with emphasis on human resource implications and training.	
1974 to 1978	Continental Seafoods Inc.	VP Finance and International Controller
	Financial accounting, budgets and planning, 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,	

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Field accounting  
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.

### **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), internet, GIS, OLAP and data warehousing

### **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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World Bank

George Russel

August 26, 1997

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**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 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

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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.