

GEORGE STAIKU CURRICULUM VITAE

1. Proposed Position:

2. Name of Firm:

3. Name of Staff: George Staicu

4. Nationality: Romanian

5. Education:

Institution	United States Agency for International Development
Date	Jan-May 1995
Degrees	4 months scholarship - on the job training in US financial-banking institutions : 1 commercial bank, 1 federal savings bank, 3 credit unions and 1 investment company - Certificate of achievement
Institution	Graduate of the USA Credit Union National Association's "Staff Training and Recognition Program" (STAR)
Date	Jan-May 1995
Degrees	Certificates of achievements in the following areas : Credit Union Orientation , Member relations, Credit Union Security, Negotiable instruments, Member services, Cross selling, Loan interviewing, Loan processing, Collections, Basic accounting, Accounting for credit unions and Credit union financial analysis
Institution	Turkish Banks Association Istanbul - Centre for Banking Studies
Date	May-November 1993
Degrees	6 months scholarship for banking training - Certificate of achievement
Institution	University of Finance-Accounting, Academy of Economics
Date	1982 – 1987
Degrees	Master of Science in Finance - Accounting

6. Membership of Professional Associations:

- Founder, owner and member Microfinance Best Practices Group on LinkedIn (which contains 18 specialized subgroups) – May 2010;
- member of the World Bank Development Debates
- member of the Dgroups - Development through dialogue;
- member of the Consultative Group to Assist the Poorest/Microfinance Gateway – member of the CGAP/MG' s pool of consultants in microfinance) ;
- member of the EuroArea Business Cycle Network (December 2011)
- member of the UN Volunteers and UN Online Volunteers (May 2010)
- member of the Palladium Execution Premium Community - XPC - business strategy balanced scorecard (June 2010)
- member of the SEEP Network communities
- the European Savings Banks Group - member of the Management Committee – November 1997 – March 2002;
- member of the Professional Risk Manager's International Association (PRMIA) – December 2005;

7. Other Training:

ROMANIAN BANKING INSTITUTE, Bucharest Romania

a) Financial and credit analysis - 1992 Traintheme PLC, UK - one week seminar

b) Computerized cash-flow analysis - 1992 - DC Gardner - UK - one week seminar

c) Bank customer care - 1993 Barclays Bank- one week seminar

d) Project evaluation - 1994 - EC PHARE train the trainer two weeks seminar

e) Asset and liability management- 1999- one week seminar jointly organized with the Georgetown University - USA – (The East Central European Scholarship Program)

ANGLO-ROMANIAN BANK, Bucharest Branch, Romania - 1997 Trade finance - two weeks on the job training

WORLD BANK, Bucharest, Romania - 1997 World Bank procurement service procedures- one week seminar

NATIONAL BANK OF AUSTRIA, Wien , 1992 - Marketing and new product development - one week seminar META GROUP –Vienna , Austria 1997 & 1999 - One week seminar on IT business solutions for the financial-banking industries attended by several IT business solution providers like IBM, Compaq, Midas Kapitti, Sun System, Computer associates, etc.

ROMANIAN SAVINGS BANK , Bucharest , Romania – 1998 - World Bank one week seminar on bank strategic planning and SME lending (cash-flow based lending, credit analysis, collateral assessment, loan administration, non-performant loan management, loans work-out, risks associated with lending, collateral enforcement)

GREEK BANKING INSTITUTE- Athens, Greece 2000 - - Bank management- two weeks seminar

SUNGARD – Bucharest Romania - 2000 - Three days seminar on IT solutions for bank asset and liability management, customer and product profitability management

BAYERISCHE LANDESPAUSPARKASSE –Munchen -2000 - One week seminar on the “bausparkasse” concept (savings for housing construction) and legislation including visit to the Bayerische Landesbausparkasse branches

BELGIAN BANKERS ACADEMY- Bucharest - 2001 - Bank branch network performance management -one week seminar

SARA MERKUR SA INSURANCE COMPANY ROMANIA – Bucharest, Romania December 2002-January 2003 - Seminar on Insurance financial management; insurance products; selling and cross-selling techniques

DELOITTE & TOUCHE LLP:

18 September 2007 - Options

20 September 2007 - Managing Capital Project Risk in the Power and Utilities Sector

24 September 2007 - FIN 48: Setting Your Sights on the Long Term

26 September 2007 - Beyond Information Quality to Information Value

26 September 2007 - SaaS - Integrating On-premise and On-Demand software applications

27 September 2007 - Automated Continuous Control Monitoring & testing

02 October 2007 - International Large Position Reporting for Global Asset Managers

03 October 2007 - Deferred Compensation Arrangements Quantifying the Financial Statement Impact

03 October 2007 - 404 Non-Accelerated Filers How to Implement a Top-Down, Risk-Based Approach

09 October 2007 - Quarterly Accounting Roundup -An Update of Important Developments

17 October 2007 -The CFO’s Next Challenge: Applying Finance Talent to Create Enterprise Value

25 October 2007 -Section 404 for Non-Accelerated Filers: How to Identify and Evaluate Controls

07 November 2007 - Shifting Your Focus to Long-Term Performance

09 November 2007 - The State of the Credit Market and its Impact on Financial Reporting

13 November 2007 - Internal Audit-The Growing Importance in Asset Management

13 November 2007 - Capital Asset Efficiency - Managing the Big Spend

13 November 2007 - Transfer Pricing Across Europe - Supply Chain Initiatives

28 November 2007 - Integrated Performance Management - A Critical Lever

29 November 2007 - The Supply Chain Side of Governance, Risk, and Compliance

05 December 2007 - Preparing for an IPO or Strategic Sale - First Impression

05 December 2007 - Setting Strategy-How Should the Board Be Involved

11 December 2007 - Internal Audit: The Growing Importance Within Asset Management Firms

17 December 2007 - Accounting for Business Combinations and Non-controlling Interests

20 December 2007 - The Impact of Governance Risk, and Compliance on IT

15 January 2008 - Quarterly Accounting Roundup- Update Developments

16 January 2008 - Ten Things About Fraud Control- Closing the Fraud Control Gap

19 June 2009 - Enterprise Cost Management - Downturn Survival strategies

30 June 2009 - Gaining Perspective in the New Financial Services Marketplace

08 July 2009 - The Latest Trends in Corporate Governance

03 March 2010 - Corporate Governance - Board Effectiveness: What Might the Board of the Future Look Like?

FRSGLOBAL - 18 March 2010 - Regulations around the world

IBM – 25 March 2010 -Banking Infrastructure Transformation and the Mandate for Change in 2010

8. Countries of Work Experience: Vietnam, Singapore, Romania, Kosovo

9. Languages:

Language	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
French	Good	Good	Good
Romanian	Mother Tongue		

10. Employment Record :

22 years of experience in banking, microfinance and public finance, which comprises the following:

- **15 years working with the Romanian Savings Bank** (the largest retail bank in Romania with more than 1 billion USD balance-sheet and more than 13,000 units as of December 2002) having several positions from Loan officer to the General Director of the Strategy and Controlling (Financial Management) division;
- **8 years working as consultant** in the areas of business strategy, corporate governance, operational planning, budgeting, asset and liability management, risk management [Basel II , liquidity, market (interest rate, foreign

exchange) strategic, technologic, money laundering and reputational risks], credit management, financial management, accounting, internal control systems, internal audit and public finance that I have gained on international donors funded projects for Vietnam Bank for Agriculture and Rural Development, Kosovo Enterprise Program (leading microfinance institution in Kosovo) , KosInvest (leading microfinance institution in Kosovo); State Treasury of the Romanian Ministry of Finance, Romanian National Customs Authority and the Romanian Border Police

- **8 years providing advisory services to bank and microfinance institutions' CEOs and Vice-presidents / Deputy General directors** at Romanian Savings Bank, Vietnam Bank for Agriculture and Rural Development, Kosovo Enterprise Program (leading MFI in Kosovo) and KosInvest (another MFI in Kosovo).

Areas of subject matter expertise / practical professional achievements:

- Bank / Micro Finance Institutions (MFI) institutional development & organizational restructuring;
- Bank / MFI Corporate governance;
- Bank / MFI strategic planning & management, forecasting and operational planning;
- Bank / MFI processes and organizational structure / chart reengineering based on the Capability Maturity Model Integration (CMMI) and, respectively, on Mintzberg's organizational configurations framework and Mintzberg/Heyden Organigraph.
- Bank / MFI & branch operational planning based on the allocated targets form the overall bank/MFI strategy;
- Bank/MFI & **branch** & branch **network** budgeting, monitoring and performance management using the profit center and the internal fund transfer pricing approaches;
- Bank / MFI Risk management - Basel II compliant (strategic, credit, liquidity, interest rate, forex, operational, IT, reputational, etc);
- Bank / MFI Asset & Liability Management;
- Bank / MFI financial and management accounting;
- Bank / MFI financial management (Responsibility Accounting: Profit - Cost - Investment centers; Activity Based Management - Activity Based Costing / Cost allocation; Cost behavior and Cost-Volume-Profit analysis / Break-Even analysis; Cost-Benefit analysis; financial modelling; "What if" analysis: Scenario / Sensitivity / Simulation analysis; Internal Fund Transfer Pricing);
- Bank / MFI performance analysis (KPIs) & management (financial, efficiency, productivity, etc.);
- Bank / MFI branch performance analysis & management (financial, efficiency, productivity, etc.);;
- Bank / MFI branch network performance analysis & management (branch category ranking) using a mix of approaches: *traditional ratios; parametric or econometric models; non-parametric or free distribution test; integrated systems for performance evaluation - performance measurement frameworks; quantitative and qualitative performance evaluation systems.*;
- Bank / MFI restructuring (including branch network performance restructuring; branch openings, merging or closure);
- Bank / MFI branch network costs observation and standardization of operations and activities (benchmarking);
- Bank / MFI branch incentives scheme designing, testing & implementation; Bank / MFI liquidity management;
- Bank / MFI branch network cash management (monthly & quarterly planning & execution / monitoring);
- Bank / MFI head-office & individual branch cash management (monthly & quarterly planning & execution / monitoring);
- Bank / MFI marketing; products and services designing, testing & implementation;
- Bank / MFI products and services pricing & profitability;
- Bank / MFI Project Management;
- Bank Internal control system & Internal Audit; Bank External IAS audit;
- Bank Capital budgeting (NPV, IRR, Project Analysis and Evaluation);
- Bank / MFI Human resources management;
- Bank / MFI software /MIS selection and implementation;
- Bank / MFI credit management, Micro & SME finance (cash-flow based lending; asset based lending); SME Credit Guarantee Schemes; Corporate finance;
- HR Management; International / Multicultural HR Management;
- Anti-Money Laundering;
- Training seminars & workshops presentation & chairing , Training needs assessments, Training curricula and Setting-up of Training Centers ;.
- Public finance management;

Bank and microfinance training seminars delivered

Romanian Banking institute:

1994 - lecturer on Project evaluation seminar

1995 - lecturer on Project evaluation seminar

1995 – 1996 - Designer and Trainer for the “ Project financing Train the Trainer” program

1996 - lecturer on Corporate Financial and credit analysis seminar

1996 - partner in the designing of the Distance Learning Program in the area of bank management (project sponsored by , UK DFID - Know-How Fund)

Romanian Savings Bank (Casa de Economii si Consemnatiuni - CEC)

1998 - World Bank & CEC joint training seminar (along with World bank experts Martin Slough, Joselito Gallardo and Marcelo Bueno) – one week seminar jointly on bank strategic planning and SME lending (credit analysis, collateral assessment, loan administration, non-performant loan management, loans work-out, risks associated with lending, collateral enforcement)

Kosovo Enterprise Program – Internal Training Unit

2003 – September – lecturer on Business planning (Business strategy and operational planning/budgeting), Financial Mathematics, Fundamental of Accounting, Financial analysis and Credit analysis – 5 Cs of credit; Loan Portfolio management; Loan administration; Non-performing loans management seminar

2003 October - lecturer on Business – microfinance concepts & terminology, MFI management; MFI products and services, Loans marketing, Loan Portfolio management; Loan administration; Non-performing loans management seminar

2003 November lecturer on Fundamental of Accounting & Finance, Financial statements analysis [ratios & credit analysis (liquidity, efficiency, solvency, profitability)], Loan Portfolio management; Loan administration; Non-performing loans management seminar

2003 –December - lecturer on Financial Mathematics, Fundamental of Accounting[accounting principles-GAAP, chart of accounts, accounting transactions journalizing (journal, general ledger, trial balance, adjustments to the trial balance, closing the accounts) balance sheet, income statement, cash flow statement, statement of changes in equity], MFI Accounting and management information systems, Financial analysis and Credit analysis, Loan Portfolio management; Loan administration; Non-performing loans management seminar

2004- January – lecturer on Decentralization of the Finance and Administration areas in MFIs seminar

2004 – March - lecturer on Financial Mathematics, Fundamental of Accounting, Financial analysis and Credit analysis; Loan Portfolio management; Loan administration; Non-performing loans management seminar

2004 June - lecturer on Financial Mathematics, Fundamental of Accounting, Financial analysis and Credit analysis; Loan Portfolio management; Loan administration; Non-performing loans management seminar

2004 August – lecturer on Business strategy and operational planning/budgeting; branch network performance management seminar

2004 September - lecturer on Financial Mathematics, Fundamental of Accounting, Financial analysis and Credit analysis seminar; Loan Portfolio management; Loan administration; Non-performing loans management

2004 October - lecturer on Decentralization of the Finance and Administration areas in MFIs seminar

2004 November - lecturer on Financial Mathematics, Fundamental of Accounting, Financial analysis and Credit analysis seminar

UE Phare/Europe Aid project: Improving the State Treasury management system of the Ministry of Public Finance –Romania –

2005 December - lecturer on Public Finance and State Treasury management, seminar

2006 January - lecturer on Public Finance and State Treasury management seminar

World Bank & the French Development Agency - Intra-bank payment and customer accounting system phase 2, (IPCAS) – Vietnam Bank for Agriculture and Rural Development

2006 – September –training seminar on Bank strategic planning.

European Fund for Southeast Europe

2008 – July – training seminar on Asset & Liability Management for Micro Finance Institutions (Liquidity & Interest rate risks management) – KosInvest (a Kosovo Micro Finance Institution) – Pristina - Kosovo

2008 – November – training seminar on Financial Management for Micro Finance Institutions – KosInvest (a Kosovo Micro Finance Institution) – Pristina – Kosovo

Job Mate – Romania - banking and microfinance training seminars (financial mathematics/the time value of money; accounting; corporate governance; strategic management; modern performance analysis; internal control systems; internal audit; financial & credit analysis (cash /non collateral based lending); loan portfolio management; marketing & customer relationship management; SME credit scoring; branch management; project evaluation; Activity Based Costing; asset & liability management; risk management: credit, liquidity, operational, market (interest rate, foreign currency) ; reporting for regulatory and internal management purposes.)

Pinnacle Training Group – Singapore

2011 February 15 – 16 , SME credit masterclass - Lending & financial analysis; Training provided to bankers from Singapore, Malaysia, Bangladesh and Brunei;

From – To	2003 – Present
Employer	Self –employed independent consultant
Position held	various consulting positions for banking and microfinance technical assistance projects (see section 12)

From – To	2009 – Present
Employer	JobMate - Webing International S.R.L
Position held	Banking & microfinance trainer

From – To	1990 – 2003
------------------	-------------

Employer	Romanian Savings Bank
Position held	Various positions from Loan Officer to Senior Economist, Head Of Marketing And International Dept., Adviser to the CEO, Trainer, Director – Human Resources Division, Director – Strategy and Financial Management (Controlling) Division, Advisor – Strategy and Financial Management (Controlling) Division, etc.

11. Detailed Tasks Assigned

12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned

Name of assignment or project: SME credit master class - Lending & financial analysis
Year: 15-16 February 2011
Location: Singapore
Client: Pinnacle Training Group – Singapore
Main project features: Training provided to bankers from Singapore, Malaysia, Bangladesh and Brunei;
Positions held: Training expert
Activities performed: Training on: Importance of SMEs sector for the economy; Overview of financial risk and business risk; Key issues that the banker has to focus on when lending to SMEs (financial analysis, ratio analysis , credit analysis, cash flow, cash flow based lending, break-even analysis, SME loan portfolio cost and profitability; Designing And Marketing The Right Products For The SME Market (Linking your understanding of SME characteristics to SME credit products; Asset-based finance-key principles; Marketing to SMEs; Assessing business plans; Visiting the customer's premises; Environment & lending); The Operating Cycle Of A Business And How It Is Financed; Evaluation Of Risk In The Operating Cycle; Management risk. Overview Of SME Finance In Asia; Islamic Finance; Risk Management in Islamic Finance; Credit Proposals (Risk Analysis of the proposal; Considerations of borrowers' foreign exchange exposure; Loan documentation and collaterals; Settlement and drawdown; After the deal is done; Other Considerations (Annual review; Managing and monitoring loans: Portfolio management; Warning signals of failure by SMEs; Accountability; Going forward: SMEs & credit scoring) Islamic banking risk management.

Name of assignment or project: Financial Management support to KosInvest-World Vision International - Kosovo (a Micro Finance Institution); Funding agency: European Fund for Southeast Europe
Year: June – December 2008
Location: Kosovo
Client: KosInvest -World Vision International - Kosovo (leading Micro Finance Institution)
Main project features:

- Coaching the management team (especially the CFO)in the areas of risk & financial management / modelling.
- Organize dedicated training on costing, risk & financial management / modelling to relevant staff;
- Install costing, financial management / modelling and controlling tools, including liquidity management;
- Install an extended ALCO and risk management policies and practices focusing on financial risks (review and upgrade of procedures and job descriptions, coaching of ALCO meetings)

Positions held: Microfinance Financial & Risk Management expert; Trainer
Activities performed:

Risk management

- assessment of the existing internal policies, procedures and systems for the risk management of liquidity and market (interest rate, foreign exchange) risks
- drafted//implemented policies, procedures and Excel models for the management of liquidity risk and market risk : interest rate risk (using static and dynamic gap management model and sensitivity analysis); foreign exchange risk

Asset & Liability Management

- assessment of the existing internal policies, procedures and systems in the area of asset & liability management
- drafted/implemented the Asset and Liability Management training manual
- drafted/implemented the Asset & Liability Management policy and procedures
- drafted/implemented the Risk management training manual
- drafted/implemented the Liquidity risk management policy and procedures
- drafted/implemented the Interest rate risk management policy and procedure
- drafted/implemented the Foreign exchange risk management policy
- drafted/implemented the Financial management training manual
- drafted/implemented the Financial management policy
- drafted/implemented the monthly cash-flow and loan planning and monitoring methodology and report.

- organizing two Asset & Liability Committee meetings; coordinated the preparation of the ALCO papers; chairing the respective two meetings and coaching the participants to the ALCO meetings.

Microfinance software selection and implementation

- assessment of the existing software applications utilized in the areas of finance-accounting, loan portfolio management, and risk management
- prepared recommendations report regarding the procurement of an integrated software for including the technical functionalities and requirements of the respective software / MIS with managerial reporting capabilities within the financial and risk management areas

Management accounting and financial modelling

Designed and implemented the Excel models for:

- asset & liability management reports (liquidity risk, interest rate risk, foreign exchange risk)
- internal audit of the loan portfolio
- the monthly loan cash-flow planning and monitoring
- the setting-up of database containing historical and current accounting data needed for the preparation of financial analysis/management reports (tables and charts of profitability, efficiency/cost management, productivity, etc. ratios and charts) ;

Microfinance institution organizational restructuring

Reviewing and refining the charter of the Finance department and the related staff job descriptions in order to cover the tasks related to financial and risk management areas.

Microfinance products and services: Prepared recommendations on the draft report regarding the proposal for introducing saving / deposits activity in KosInvest.

Training: Presented two training seminars on the following topics: asset & liability management; costing, risk & financial management / modelling

Name of assignment or project: Intra-bank payment and customer accounting system phase 2, (IPCAS) ;
funding: World Bank & the French Development Agency:

Year: August 2006 – June 2007

Location: Vietnam

Client: Vietnam Bank for Agriculture and Rural Development

Main project features:

- advise/support the Vietnamese Bank for Agriculture and Rural Development – Hanoi, in reviewing current business strategy; restructuring the HQ and branches in line with the new business strategy and the new banking application;
- defining reporting requirements that meet international best practices; advising on banking operations and bank internal regulations;
- providing recommendations for the bank modernization and international integration; preparing training assessment report;
- presenting seminar on bank strategic planning

Positions held: Banking expert

Activities performed:

Corporate governance

- assessment scan of the corporate governance, risk management, internal control systems and internal audit frameworks and policies;
- prepared recommendation report regarding the refinement and implementation of the corporate governance policy and framework:
 - Principles of Corporate Governance: Ensuring the Basis for an Effective Corporate Governance Framework
 - The Rights of Shareholders and Key Ownership Functions; The Equitable Treatment of Shareholders; The Role of Stakeholders in Corporate Governance; Disclosure and Transparency; The Responsibilities of the Board; The role of supervisors
 - Board practices: Senior management, Risk management and internal controls; Complex or opaque corporate structures; Disclosure and transparency;
 - Structuring an effective board: Board Size; Composition of the Board; Appointment period, rotation; Board Member Compensation; Conflict of Interest Policy; Structures to Balance Governance and Management; Responsibilities of the Board Chair; CEO's Role and Governance Responsibilities
 - Effective board procedures: Board Meetings; Committees; Information and Disclosure
 - Key board decisions: Major Strategic Decisions: Change and Innovation; Oversight and Compensation of CEO; Succession; Board Disputes; Board Role in Crisis
- drafting of charters for the Corporate Governance & Nomination Committee, Internal Audit Committee, Compensation Committee, Group Risk Management Committee and Asset & Liability Committee)

Strategic management, restructuring, forecasting, budgeting and operational planning

- prepared fact-finding report:
 - assessment of the existing methodology for the development of the business strategy, strategic

objectives, operational plans, financial forecast, budgets and related/derived strategies in the areas of Financial and Risk management, Internal Control, IT, HR, Marketing, etc. against the internationally recommended best practices

- assessment of the written business strategy document and of the related/derived written strategies in the areas of Financial and Risk management, Internal Control, IT, HR, Marketing, etc
- prepared recommendation reports for the refining / improvement of business strategy planning methodology and of the related business strategy documents

Internal control system & Internal Audit

- assessment of the existing internal control and internal audit systems, structures, policies and procedures
- prepared and presented the report on the corporate governance policy of the bank,
- prepared and presented the report containing the drafts of the charters for the:
 - Group Risk Management Committee,
 - Asset & Liability Committee,
 - Internal Audit Committee,
 - Compensation Committee and
 - Corporate Governance & Nomination committee;

Bank organizational restructuring

- assessment of the existing organizational charts at head-office and branches
- drafted/refined/implemented organizational charts at head-office and branches levels based on the lean principle, on the customer/market centric approach, on the **integrated** (Enterprise Wide) view of the risk management, as well as on the business strategy, planning/budgeting, monitoring and reporting processes.

Risk management - Basel II compliant

- assessment of the existing risk management framework - internal policies, procedures and systems
- prepared and presented report on the introduction of the Enterprise Wide Risk Management approach - Basel II compliant, covering credit risk, operational risk, liquidity risk, market risk (interest rate risk, foreign exchange risk), strategy risk, technology risk, Know Your Customer-Anti Money Laundering risk, reputational risk, etc.

Asset & Liability Management

- assessment of the existing internal policies, procedures and systems for the area of asset & liability management
- drafting and presenting the draft charter for the Group Risk Management Committee
- drafting and presenting the draft charter for the Asset and Liability Committee
- drafting and presenting the Asset & Liability Management and Investment policies

Credit management

- assessment of the existing internal policies, procedures and systems for the area of credit management
- provided advice, coaching and recommendation reports on:
 - the credit policy
 - the restructuring of the head-office divisions with redundant responsibilities within the credit management and credit risk areas
 - the reinstatement of the Credit Committee

Bank software selection and implementation: reviewed and refined the Technical Requirements of draft Direct Contract related to the functionalities of the banking software to be purchased. The refinements were related to the areas of banking products and services, lending, savings, costing & pricing of bank products using ABC method, risk management, etc. as well as a substantial enhancements of the main reporting module based on the latest web-based banking technologies (Business Intelligence / Corporate Performance Management, Enterprise Wide Risk Management, Customer Relationship Management) and on the requirements pertaining to the Basel II Accord and IFRS / IAS

Training: Prepared and presented a training seminar on strategic planning

Name of assignment or project: Financial-Accounting & Administration for Kosovo Enterprise Program (the leading MFI in Kosovo)

Year: July 2003 – December 2004

Location: Pristine

Client: Kosovo Enterprise Program (the leading microfinance institution in Kosovo)

Main project features: Reporting to the Executive Director and acting as the chief financial advisor for KEP, managing the Finance, Administration and IT departments; managing the preparation of the financial statements, statutory, donor and internal management reports, budgets of the 7 branch network including all aspects of planning and implementation of financial targets, reporting, institutional representation, support & advice to the Micro & SMEs lending operations; staff supervision & capacity building under the general framework of KEP's business plan, organizing and presenting seminars at the Kosovo Enterprise Program's Training Center .

Positions held: Finance and Administration Manager

Activities performed:

Strategic management, restructuring, forecasting, budgeting and operational planning:

- assessment and refinement of the existing methodology for development of the business strategy, strategic objectives, operational plans, financial forecast, budgets against the best practices;
- organizing and chairing the strategic and business planning workshops for years 2004 and 2005 including a SWOT analysis of KEP and strategic options sensitivity analysis (worst, normal and best case scenarios)
- refined and updated the business strategy document; preparing the strategic assumptions, the Excel model & documents format for the strategic planning session regarding KEP's 2004 budget; coordination of the 2004 operational plans prepared by the branches and by the head office units – for the Kosovo Enterprise Program

Project Management;

- Team Leader / Project Manager of the team in charge with the selection / procurement and implementation of the accounting software aimed to replace the Excel based accounting system at KEP.
- Team Leader / Project Manager of the team in charge with the drafting of the Internal control manual, Finance - Accounting policy manual and Administration manual

Branch network budgeting and performance planning, execution and monitoring:

- designed, tested and implemented the policy, methodology and financial (Excel) model regarding the monthly, quarterly and annual performance assessment and **reporting** for the regional branches, individual branches, sub-branches and overall branch network;
- designed, tested and implemented the database containing the consolidated, regional and branch levels historical and current accounting data needed for the preparation of branch and branch network financial analysis/management reports (profitability, efficiency/cost management, productivity, etc. KPIs tables and charts, branch local market competition, potential / attractiveness (urban, rural, etc.);
- designed, tested and implemented the policy, methodology and financial model for the monthly loan cash-flow planning and monitoring at head-office, branch network and branches levels;
- designed, tested and implemented the policy, methodology and financial model for the monthly loan officers and administrative staff performance bonus system;
- coordinating the preparation of monthly, quarterly and annual monitoring reports regarding the execution / achievement of the consolidated and branch network strategic objectives, budget, operational / action plans; designed, tested and implemented the policy methodology and financial (Excel) models for opening new branches and sub - branches based on local market potential / attractiveness (urban, rural, etc) and on the Cost-Volume-Profit analysis / Break-Even analysis; Cost-Benefit analysis; “What if” analysis: Scenario / Sensitivity / Simulation analysis approaches; Staff Incentive Management – designed, tested and implemented the Bonus scheme methodology and financial (Excel) models;

Internal control system, Internal & External Audit:

- assessment of the existing internal control, internal audit, finance-accounting, lending and administration management, systems, structures, policies and procedures
- drafted and implemented the internal audit policy and procedures manual (containing also the international standards for the professional practice of internal auditing and the related code of ethics for internal audit)
- drafted and implemented the charter of the Internal Audit Committee, the Internal Audit department and the job descriptions for the related staff;
- drafted and implemented the annual internal audit plan for all areas (accounting, finance, lending, human resources, administration, IT, etc.)
- drafted and implemented the format / structure of the internal audit reports
- drafted and implemented the methodology for internal auditing of the loan portfolio
- drafted/refined/implemented the policy manuals and procedures for group, individual and livestock farm lending, including loan administration and monitoring, collateral assessment, etc.
- drafted/refined/implemented the finance-accounting policy manual (accounting policies, GAAP, chart of accounts, financial statements (procedures for preparation and analysis of balance sheet, income statement, statement of cash flow and the statement of changes in equity), general accounting procedures, specific procedures for HQ and regional centers finance –accounting staff; financial management policy, management of fixed assets, management of inter-branch transactions, managerial reports budget planning; guide to financial performance analysis) - for Kosovo Enterprise Program (leading MFI in Kosovo)
- drafted/refined/implemented the administration policy manual (procurement, expenditure budget control and monitoring, vehicle management policy, branch network's offices set-up and outlook, security policy, communication policy, deadlines management policy, asset inventory and maintenance policy, etc)
- coordinated the 2003 external audit IAS / IFRS performed by Pricewaterhouse Coopers

Microfinance institution organizational restructuring:

- Drafted and implemented the charter of the newly established Internal Audit department and the related job descriptions.

- Refined the charter of the Finance department and the related job descriptions.

Credit management:

- assessment of the existing internal policies, procedures and systems for the area of credit management
- drafted/refined/implemented the Kosovo Enterprise Program policy manuals and procedures for SME, consumer and livestock farm lending;
- lecturer at the Kosovo Enterprise Program on Credit and Financial analysis

Microfinance software selection and implementation:

- assessment of the existing software applications utilized in the areas of finance-accounting, loan portfolio management, and risk management
- drafted the Request for Proposal for the purchasing of an accounting software
- negotiating and concluding the technical and financial offer and the contract agreement with the software provider;
- achieved full implementation and functionality of the accounting software covering financial statements and performance & risk management reports generation in full compliance with IFRS/IAS , GAAP standards;
- prepared suggestions for the refining of the Kredits Loan tracking software system designed by Technical Development Solutions (USA) for interfacing it with the new accounting software

Management accounting and financial modelling: designed and recommended/implemented the Excel models for:

- business strategy planning, forecasting and budgeting
- asset & liability management reports (liquidity risk, interest rate risk, foreign exchange risk)
- anti-money laundering risk management
- internal audit of the loan portfolio
- the monthly loan cash-flow planning and monitoring
- for the monthly loan officers and administrative staff bonus system
- the setting-up of database containing historical and current accounting data needed for the preparation of financial analysis/management reports (tables and charts of profitability, efficiency/cost management, productivity, etc. ratios and charts)
- the bank/microfinance product and branch profitability based on the profit and cost centers management method the bank/microfinance branch network budget execution and performance monitoring based on the Internal Fund Transfer Pricing method;
- the branch and sub-branch network performance assessment procedure and reporting
- designing the structure of the IT financial model (balance sheet and P&L account) used for the long term financial projections and the annual budget and the long term strategy

Microfinance products and services – reviewing and refining the livestock farming micro-loans draft policy and the consumer lending policy

Marketing: designing and implementing the marketing strategy and action plans and developing and monitoring the marketing budgets for the head office and the branches;

Training,

- staff training needs assessment; developing and implementing the HR training strategy, curricula and training program;
- developing and implementing the strategy and operational plan for the establishment of the new KEP's Training Center;
- developing the training curricula for the new KEP's Training Center
- negotiating contracts for KEP's delivering procurement of training services (training topics and pricing of training services) to other financial institutions in Kosovo
- organizing and presenting training seminars on "Business planning (business strategy and operational planning/budgeting)"; "Business – microfinance concepts & terminology", "MFI management", "MFI products and services", "MFI loan portfolio and risk management" ; "Loans marketing" "MFI Accounting and management information systems", "Fundamentals of accounting [accounting principles, chart of accounts, accounting transactions journalizing (journal, general ledger, trial balance, adjustments to the trial balance, closing the accounts) balance sheet, income statement, cash flow statement, statement of changes in equity]", "Financial – accounting", "Financial statements analysis [ratios & credit analysis (liquidity, efficiency, solvency, profitability)]", "Financial mathematics[time value of money (future & present value of single/multiple cash-flows, annuities / perpetuities, effective interest rate , annual percentage rate, investment valuation etc.)]", "Decentralization measures in the accounting and administration areas", "Branch network performance management".

Name of assignment or project: The strategic, financial and risk management of a Savings Bank

Year: : 1990 - 2003

Location: Bucharest

Client: Romanian Savings Bank (RSB – with more than 13,000 units, of which 46 main district branches)
Main project features: Managing, monitoring, supervising and coaching 30-person division staff in the areas of business strategy, financial and risk management ((credit, market, operational, liquidity, compliance, technologic, strategic and money laundering risks), asset & liability management, operational planning and implementation, annual consolidated and branch network budgeting, financial and efficiency performance management of the bank and of the branch network; bank products cost and pricing management accounting procedures; macroeconomics analysis and reporting; etc

Positions held: Various Positions from Loan Office to Senior Economist, Adviser to the CEO, Trainer, Director – Human Resources Division, Director – Strategy and Financial Management (Controlling) division, Advisor – Strategy and Financial Management (Controlling) division etc.

Activities performed:

Strategic management, restructuring, performance, forecasting, budgeting and operational planning including:

- Counterpart project manager to the ING Barings consultants in the area of strategy planning, financial analysis, financial management, risk management, branch and product profitability analysis, branch network restructuring, new bank product development; reviewer of the monthly, quarterly and Steering Committee draft reports prepared by the ING Barings consultants in order to acknowledge the activities performed by the consultants and to recommend the related payment of services;
- member of the joint executive team Romanian Savings Bank – Romanian Ministry of Finance in charge with the restructuring, institutional development and preparation for privatization of the Romanian Savings Bank;
- coordinated the drafting, implementation and monitoring of the Romanian Savings Bank business strategies documents and the related financial forecast/budgets and action/operational plans for 1997 – 2002 (with the assistance of the German Savings Banks Foundation for International Cooperation) and 2002-2005 (with the assistance of the ING Barings Advisory Services);
- preparing the strategic assumptions, the Excel model & documents format for the business strategy planning;
- designer of the document regarding the strategic options for the restructuring of the Romanian Savings Bank;
- drafted the Terms of Reference based on which a 2 Mil EUR non-reimbursable EU PHARE funds were obtained for the restructuring and preparation for privatization project of the Romanian Savings Bank;
- initiating and organizing a World Bank free of charge seminar for the bank's head office and branch staff on business strategy and SME lending – presenting a paper on bank business strategy planning

Risk management - Basel II compliant: drafted//implemented policies, procedure and Excel models for the management of:

- liquidity risk,
- interest rate risk
- foreign exchange risk
- Money Laundering risk
- Basel II credit risk management and reporting ;

Asset & Liability Management

- drafted and implemented 'Risk management training policy manual' (Basel II compliant)
- reviewed and refined the 'Asset and Liability Management training manual' and the 'Asset & Liability Management policy and procedures'
- reviewed and refined the Asset & Liability Committee (ALCO) charter ;
- organizing and chairing ALCO meetings
- coordinating the preparation of reports for the ALCO, Executive Committee and Board meetings
- reviewed and refined 'Liquidity risk management policy and procedure' including the related Excel model and report format for the calculation of the static and dynamic liquidity maturity gap risk indicators (periodic and cumulative liquidity gap; liquidity gap ratio; cumulative liquidity gap risk indicator = cumulative gap/total assets ; cumulative gap/total equity); introduced limits established for the maturity gap liquidity risk in the newly implemented 'Liquidity risk management policy'; liquidity management (calculation) of all relevant liquidity management ratios;
- drafted and implemented the 'Foreign exchange risk management policy and procedure' including the related Excel model; Introduced limits for the foreign exchange risk within the related policy;
- drafted and implemented strategies for the liquidity and market (interest rate , foreign exchange) risks management within the related policies;
- introduced tasks in the Strategy and Controlling (Financial Management) division staff the job descriptions related to monitoring and management of the credit risk, liquidity risk, interest rate risk, foreign exchange risk, operational, strategic, reputational and money laundering risks.

Management accounting and financial modelling; designed and recommended/implemented the Excel models

for:

- business strategy planning, forecasting and budgeting
- asset & liability management reports (liquidity risk, interest rate risk, foreign exchange risk)
- anti-money laundering risk management
- the setting-up of database containing historical and current accounting data needed for the preparation of financial analysis/management reports (tables and charts of profitability, efficiency/cost management, productivity, etc. ratios and charts)
- the bank product and branch profitability based on the profit and cost centers management method the bank/microfinance branch network budget execution and performance monitoring based on the Internal Fund Transfer Pricing method;
- the branch and sub-branch network performance assessment procedure and reporting

Branch network budgeting and performance planning, execution and monitoring - designed, tested and implemented the policy, methodology and financial (Excel) model for individual branch and branch network planning, budgeting, execution and performance monitoring using the Responsibility accounting / Profit and Cost Center (assigning general ledger costs and resources through business processes to precisely determine the baseline cost and profitability of individual customers, segments, channels, branches) and the Internal Fund Transfer Pricing management accounting method as well as the Data Envelopment Analysis model; designed, tested and implemented the database containing overall, regional and branch levels historical and current accounting, non-accounting, local market, etc. quantitative and qualitative data and assigning related weights, needed for the preparation of individual branch and branch network financial analysis and management reports, including KPIs tables and charts compared to benchmarks / average branch network values: expense, revenue (interest revenue & expense , fee income& expense), profitability, efficiency, productivity ratios and customer indicators / bases, quality of customer service (customers retention, attrition of high-value customers, customer complaints, branch attractiveness to customer), volume of loan and deposits / savings, etc , loans and deposit market share, branch local market competition, potential / attractiveness (urban, rural, etc.), branch-level customer segmentation, monthly, quarterly, annual reporting / tracking individual branch standings against strategic and budget targets / forecasts.); designed, tested and implemented the monthly loan cash-flow planning and monitoring at head-office, branch network and branches levels; designed, tested and implemented the policy regarding the monthly loan officers and administrative staff performance bonus system; designed, tested and implemented the monitoring of the consolidated and branch network strategic objectives, budget, operational / action plans execution and performance monitoring procedure and reporting (monthly, quarterly, annually); coordinating the analysis concerning the urban-rural analysis of customer savings and deposits ; coordinating the analysis concerning the identification of parallel / redundant activities and reports related to branch network – head-office departments relationship aiming at a more focused and streamlined head-office monitoring and guidance of branches’ performance and contribution to the accomplishment of the bank strategic targets; coordinating and supervising the setting-up of the Network Distribution division in the head-office, in charge with the coordination of the branch network development and performance monitoring (organizational structure, job descriptions, designing the format of the reports to be prepared by branches for this division; coordination and presentation of individual branch and branch network performance reports prepared by this division for the Executive Committee meeting and for the Board; inviting branch managers of poor performing branches to the monthly meetings of the Executive Committee to present reports and proposals for remedial actions, branch relocation, consolidation/merger or closure; designed, tested and implemented the policy, methodology and financial (Excel) model for opening new district / main branches, branches and sub-branches based on local market potential / attractiveness (urban, rural, etc) and on the Cost-Volume-Profit analysis / Break-Even analysis; Cost-Benefit analysis; “What if” analysis: Scenario / Sensitivity / Simulation analysis methods; Coordinating the costs observation and standardization of operations and activities in the RSB main branches sub-branches and small branches; Coordinating the drafting of the evaluation report on the costs observation and standardization of operations and activities in the RSB main branches sub-branches and small branches (which included proposals for branch network efficiency improvement):

- Planning for the costing evaluation
- Identify products and services for costing:
 - loan origination, servicing existing loans, opening deposit accounts, servicing, deposits and withdrawals from savings accounts, etc.
 - client identification, mobilization, and/or group formation
 - general management, accounting, secretarial tasks, information technology support, human resource management, marketing, etc.
- Ascertain core processes and activities:
 - identify the main activities performed by front-office and back-office staff at both the branch and headquarters levels
 - develop an activities dictionary that delineates all major activities of each core process, including a “general” activity for each process that captures time spent on the process which cannot be categorized under the other activities.
- Conduct staff time estimates for each activity (by hourly time-bands):
 - staff journals or timesheets,
 - direct observation, and
 - in-depth interviews.

- Trace costs to activities
- Assign cost drivers and determine unit activity costs
- Apply activity unit costs to products
- Proposals for branch network efficiency improvement

Product costing, pricing and profitability – designed, tested and implemented the policy, methodology and financial (Excel) model regarding the profitability of savings / deposits and lending products using the Activity Based Costing and the Internal Fund Transfer Pricing management accounting methods;

Internal control system, Internal & External Audit:

- Internal audit review and report on the non-performant inter-bank loan portfolio with Dacia-Felix bank and Credit Bank
- designing the terms of reference for the selection of the external auditor for the first-ever performed IAS audit of the bank -1997
- coordinator of the Romanian Savings Bank team for the Pricewaterhouse Coopers IAS /IFRS audits 1997 - 2001

Bank organizational restructuring; drafted and implemented the charters of the newly established divisions/ departments and the related job descriptions that resulted following the approval of the business strategies for 1999-2001 and 2002-2005..

Credit management;

- initiator of the first Kreditanstalt fur Wiederaufbau SME’s credit line amounting 2 mil DEM extended to the Romanian Savings Bank; member of the negotiation team concerning the terms and conditions of the credit line contract; member of the joint-team Romanian Savings Bank - International Projekt Consult (the consulting firm selected by Kreditanstalt fur Wiederaufbau for the provision of technical assistance) in charge with the selection and recruitment of the loan officers for the respective SME credit line project;
- coordinator (jointly with the representative of the International Projekt Consult) of the “SME financing needs market study” undertaken by the Romanian Savings Bank staff in the county branches.
- organizer (jointly with the representative of the International Projekt Consult) of the recruitment/selection of loan-officers for the Kreditanstalt fur Wiederaufbau SME credit line: advert in the media; inscription of the candidates; presentation of the KfW SME lending program; presentation of the loan officer’s career path, job description and announcement of the Assessment Centers’ composition; written test for candidates (basic mathematics-accounting- logic-general economics); correction of the written tests; Assessment centers; organization of interviews with the best candidates
- coordinating the elaboration of the accounting procedures for the Kreditanstalt fur Wiederaufbau SME loans transactions recording
- co-designer of the SME lending policy and procedures manual for the Kreditanstalt fur Wiederaufbau SME credit line: Objectives and general terms (objectives; target group; loans types; credit terms; financing rules); the Loan Cycle; First contact and the Loan application; Financial & Credit analysis; [information sources; Scope of analysis – repeated loans (comprehensive or brief analysis); Micro & small loans; investments in other companies; Assessment of formal credit abilities (individuals & legal entities); Assessment of creditworthiness and owner’s managerial abilities; Assessment of financial creditworthiness – credit capacity, reimbursement capacity; Cash-flow & Profitability (Basic accounting concepts; Profit & loss analysis - Cash-flow calculation and analysis; Cash-flow projections); Net worth; Financial ratios; consolidation of own household and firm; consolidation of activities; Cross analysis of financial and other information; Assessment of credit risk (Human capital and management; management tools & organization; Strategy; Finance; technologic production processes; Markets and marketing); Credit granting decision (credit proposal writing – loan value and currency – loan maturity – interest rate and installment rate); Quality Control Committee; Credit Committee) ; Collateral and collateral agreements (types of collateral – additional guarantees – evaluation – guarantees and insurance agreements – guarantees recording); the loan agreement; Customer loan repayments; Loans monitoring (monitoring the customer’s activity - credit utilization – regular monitoring – reimbursement monitoring – monitoring the efficiency of recovery measures); Loan recovery (Causes of late repayments – Recovery actions – Legal action and repossession); Loan portfolio management (risks - performances); Reporting and internal registers; Loans administration (registers; loan files); Annexes]
- team member of the Romanian Savings Bank-Finlombarda (Italy) project (RO-9711) for the SME credit line funded by EU Phare program
- member of the negotiation team concerning the terms and conditions of the credit line contract; member of the Romanian Savings Bank- International Projekt Consult (the consulting firm selected by Kreditanstalt fur Wiederaufbau for the provision of technical assistance) in charge with the selection and recruitment of the loan officers for the respective SME credit line project
- team member of the Romanian Savings Bank-Finlombarda (Italy) project (RO-9711) for the SME credit line funded by EU Phare program for the Romanian Savings Bank
- co-designer of the policy manuals and procedures for housing lending
- co-designer of the project financing procedures;

Project Management:

- Team Leader / Project Manager for the designing of the Asset and Liability Management policy , procedures and systems
- Team Leader / Project Manager of the Romanian Savings Bank team in charge with the implementation of the restructuring project (RO 9805.02.02.01) funded by PHARE
- Team Leader / Project Manager of the Romanian Savings Bank team in charge with the implementation of the consulting project jointly implemented with the German Savings Bank Foundation for International Cooperation;
- Team Leader / Project Manager of the Romanian Savings Bank team in charge with the negotiation and implementation of the agreement with the Romanian SME Loan Guarantee Fund;
- Team Leader / Project Manager of the Romanian Savings Bank team in charge with the negotiation, implementation and the on-going financial, forex risk and performance evaluation of the **first** Kreditanstalt fur Wiederaufbau SME's credit line agreement amounting 2 mil DEM
- Team Leader / Project Manager of the team in charge with the introduction of the external audit of the Romanian Savings Bank's financial statements
- Team Leader / Project Manager of the team in charge with the designing and introduction of the "Profit and Cost Center procedure" of the procedure for the branch and sub-branch network performance assessment reporting;

Training, Training needs assessments, Training curricula and Setting-up of Training Centres

- staff training needs assessment; developing and implementing the HR training strategy, curricula and training program
- developing and implementing the strategy and operational plan for the setting-up of CEC's regional training center for in-house training
- developing and implementing the Human Resource development strategy and policy documents
- Initiating and organizing new international and local training programs for the bank staff
- developing, improving and implementing procedures for branch network administration utilized for decision making purposes related to the setting-up of new branches and agencies and/or closing down the current ones
- coordinating the studies concerning the staff performance, staff adequacy and staff salaries
- Initiator and drafter of a new staff recruitment & selection procedure (including psychometric evaluations)
- bank representative and counterpart for the KPMG and German Savings Bank Foundation for International Cooperation's project team that was in charge with the World Bank funded project related to the Romanian Savings Bank's analysis and restructuring study (contract R 91050100.15 , R 91050100.16) that included a comprehensive assessment and the development of the bank HR strategy, policy and training programs and curricula.
- bank representative and counterpart for the EBRD due diligence at CEC that included a comprehensive assessment of the bank HR strategy, policy and training programs and curricula;
- bank representative and counterpart for the ING training needs assessment & staff training at CEC
- bank representative and counterpart for the KfW and International Projekt Consult credit officer selection (focus groups) and training
- Team leader for the development and implementation of the CEC business strategy that included as components the staff training need assessment, HR strategy & staff training curricula and program
- bank representative and counterpart for the German Savings Banks Foundation for International Cooperation project related to CEC staff training needs assessment, staff training program; evaluation of the staff training program delivered by the expert of the German Savings Banks Foundation for International Cooperation
- coordinator (jointly with the representative of the International Projekt Consult) of the the training seminars for the selected loan officers hired for the Kreditanstalt fur Wiederaufbau SME credit line (Presentation of the KfW SME program and objectives; presentation of the "SME financing needs market study" undertaken by the Romanian Savings Bank staff in the county branches; Presentation of important principles for a successful SME lending; Marketing loans to SMEs and relations to this clientele; The loans cycle: First contact to the customer - the loan application – Analysis – Credit granting decision – disbursement – Monitoring / recovery – Subsequent loans; Analyzing SME - subject of analysis – balance sheet & profit & loss – cash-flow statement- creditworthiness-notions of financial mathematics; Analyzing SME – case studies)
- initiating and organizing a World Bank free of charge seminar for the bank's head office and branch staff on business strategy and SME lending (credit analysis, collateral assessment, loan administration, non-performant loans management, loans work-out, risks associated with lending, collateral enforcement) including a personal paper on corporate strategic planning
- External consultant for the development and implementation of the Romanian Banking Institute's Distance learning curricula and training program
- Lecturer for the Romanian Banking Institute's Train the trainer program
- Lecturer for Romanian Banking Institute's Credit and Financial analysis and Project financing training

seminars

Bank software selection and implementation: coordinator of the IT audits undertaken by IBM (2001) and, respectively, Kirchman Corporation (USA-2002);

13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

g Ho'ic

_____ Date: _____
[Signature of staff member or authorized representative of the staff] *Day/Month/Year*

Full name of authorized representative: _____