

Juliana H. Pigey

Senior Municipal Finance Advisor

Key Qualifications

A municipal and urban finance and decentralization specialist, Juliana Pigey has more than 20 years of experience in conducting policy and fiscal impact analysis of local government systems, in implementing decentralization and intergovernmental fiscal reform; and in advising on municipal infrastructure finance and debt management, particularly in an urban context and in fragile and post-conflict countries.

Beginning with direct work with French municipalities on debt management and borrowing capacity (1989-1992), she has worked extensively on infrastructure and debt finance and municipal creditworthiness issues, including presentations on infrastructure finance and municipal credit markets; design, assessment and analysis of potential or existing urban / municipal infrastructure credit lines; training of local government officials in financial analysis and creditworthiness; and, review of relevant legislation and regulations and their impact on municipal borrowing. She is completing a review of the creditworthiness of Addis Ababa city. She recently contributed to research for the Gates Foundation on potential financial mechanisms of service delivery to the urban poor in sub-Saharan Francophone Africa such as by leveraging pro-poor finance through intergovernmental finance mechanisms, public-private partnerships, and the promotion of local credit markets. She also carried out an analysis of Morocco's and Tunisia's urban infrastructure finance systems for the World Bank; these case studies contributed to a joint publication of the French Development Agency and the World Bank, by T. Paulais, *Financing Africa's Cities – The Imperative of Local Investment*. She also participated in a multi-donor review of aid effectiveness in the infrastructure sector, preparing the case study on financing of water infrastructure in Burkina Faso.

Ms. Pigey has worked in over 30 countries including Ethiopia, Uganda, Rwanda, Tunisia, Morocco, Liberia, Indonesia, Vietnam and others in Africa, Asia, and Europe. Ms. Pigey has presented and lectured at numerous training workshops and policy seminars on issues of municipal capital markets and infrastructure finance, municipal financial management, decentralization policy, intergovernmental fiscal relations policies, and intergovernmental cooperation structures.

Education	MA, International Relations/Business, L'Institut d'Etudes Politiques de Paris, France / 1988 BA <i>magna cum laude</i> , Political Science and French, New York University, New York, NY / 1986
Areas of Expertise	local government financial analysis and creditworthiness; municipal finance and credit markets; municipal infrastructure and utility budgeting; intergovernmental transfers and fiscal reform; local government capital planning, budgeting and forecasting; decentralization policy
Europe & Caucasus	Albania, Bulgaria, Croatia, France, Georgia, Hungary, Kosovo, Latvia, Lithuania, Macedonia, Montenegro, Poland, Portugal, Romania, Serbia
Middle East & North Africa	Morocco, Tunisia, Kingdom of Saudi Arabia
Sub-Saharan Africa	Burkina Faso, Cameroon, Côte d'Ivoire, Ethiopia, Liberia, Mali, Rwanda, Uganda
Asia & Central Asia	Cambodia, China, Indonesia, Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Vietnam
Languages	English – French

Professional Experience

Urban Institute, Washington, DC, Senior Associate, 1999 – Present.

Ethiopia: Local Government Revenue Study – Borrowing Position of Addis Ababa, 2013-2014, DEGE Consult / World Bank. Ms. Pigey is Component Leader for the study of the borrowing position of Addis Ababa, part of a review in preparation of the next phase of Ethiopia's Urban Local Government Development Program. The study reviewed Addis's investment needs and borrowing capacity and analyzed the performance of the city's accounting and financial management systems (over which the city has control to make improvements), to understand whether the city's management provides sufficient comfort in respect to its capacity for data management, budget implementation and tracking of its loans and other liabilities. The team also analyzed demand side factors which constrain Addis' access to private finance, and over which the city does not have any (or only minimal) control, including the intergovernmental fiscal framework (providing the means to enable Addis Ababa to borrow to finance its investments and repay its debt in a timely manner according to its loan agreements) and the regulatory framework for municipal borrowing (to understand whether the legal framework for borrowing provides the appropriate rules, incentives, oversight systems and repair mechanisms). Finally, the team reviewed whether the access of Addis Ababa to the domestic capital market to finance its capital investments could risk crowding out the private sector, given the level of capital available to Ethiopia's private banks and current regulations.

Liberia: Public Financial Management Reforms Program Support 2013, IMF – Fiscal Affairs Department (FAD). Following the initial Liberia fiscal decentralization report prepared by FAD in 2012, Ms. Pigey was requested to return to Liberia to provide additional support to the Liberian Ministry of Finance (MoF) in its role to develop the fiscal framework for decentralization reform. Working with MoF officials, she developed detailed recommendations for the fiscal decentralization and local public finance provisions of the draft Local Government Act. She also provided extensive support to the Governance Commission for the overall review of the Local Government Act and worked with MoF officials to develop their internal action plan to prepare for implementation of fiscal decentralization. She trained and mentored the newly hired MoF fiscal decentralization focal person.

Tunisia: Critical Assessment of the Sub-Sovereign Financing Framework, 2012-2013, European Bank for Reconstruction and Development (EBRD). Ms. Pigey was team leader for a US-French-Tunisian team carrying out a sector and policy review of the sub-sovereign framework in Tunisia. This analysis was carried out within the context of the EBRD's expansion of its operations to certain Mediterranean countries, including Tunisia. The assessment included a review of the status of fiscal decentralization in relevant municipal (water, wastewater, solid waste management, urban transport) and transport sectors; analysis of the relevant legal and regulatory framework; gap analysis of the PPP framework; and, recommendations on required steps to make sub-sovereign financing approaches bankable. This analysis was undertaken during a critical juncture in Tunisia's evolution, as the Constituent Assembly was drafting the new Constitution which will include reform of regional and local governance and thereby impact the responsibility and decision-making for the provision of certain urban services.

Liberia: Moving Toward Fiscal Decentralization, 2012, IMF – Fiscal Affairs Department (FAD). Liberia is recovering from more than a decade of civil war, and rethinking its service delivery and territorial financing structures. The government has developed a national policy on decentralization, adopted by Cabinet in January 2012. This technical assistance mission advised the Ministry of Finance and the Inter-Ministerial Coordination Group for decentralization. The team focused in particular on identifying a first phase of decentralization – which expenditure assignments, which taxes and what revenue sharing. As part of the FAD team, Ms. Pigey reviewed the legal framework for decentralization, the experience of Monrovia City Corporation, options for financing the counties (taxes, fees, charges, inter-governmental transfers) and the key issues related to the transfer of health sector competencies to the subnational level. Subsequently, Ms. Pigey provided detailed comments and recommendations to the draft Local Government Act prepared by the Governance Commission and will provide support and technical assistance to the decentralization focal point person in the Ministry of Finance.

Portugal: Strengthening the Finances of Regional and Local Governments, 2012, IMF – Fiscal Affairs Department (FAD). Portugal has embarked on an ambitious public financial management reform agenda. Restoring fiscal discipline at the regional and local levels is an important part of this reform. Ms. Pigey participated in a FAD technical assistance mission to assist the Working Group for the revision of the local and regional finance laws and advise the authorities on options to improve fiscal discipline and compliance. She focused on review of the current Portuguese framework for insolvency procedures for subnational governments, identified weakness, reviewed similar experiences in other European and non-European countries and proposed recommendations.

Uganda: Strengthening Decentralization for Sustainability (SDS), 2011-present, USAID. SDS is a 5-year USAID funded program to improve the results and sustainability of decentralized service delivery in 35 district local governments in Uganda, with initial emphasis on health and HIV/AIDS services. The Urban Institute is sub-contractor to Cardno and provides technical leadership for the decentralization component. Ms. Pigey as UI's project manager oversees UI's local staff. She also works with the local decentralization team to develop and analyze innovative assessment tools of the effectiveness of district organizational and management capacity in nine key areas of district functioning (such as budgeting, financial management, audit, and procurement), and developed a TA program to support district improvements in areas related the identified gaps in budget and financial management issues. She has worked with SDS team and local consultants to analyze the local revenue collection trends of SDS districts, and prepare a revenue enhancement training module.

Saudi Arabia: City Institutional Strengthening Program to the Municipality of Makkah, 2011, World Bank, Ministry of Finance. Participation in a workshop with over 20 high level officials of the municipality of Makkah (Mecca), including mayor, deputy mayors, directors general, and chairmen of municipal corporations. The purpose of the workshop was to review the city's options for PPPs in land development and infrastructure financing. Ms. Pigey made two presentations on infrastructure finance and the local government context, including case studies, focusing on financing mechanisms via the extracting of public revenues from the land development process.

Governance and Public Sector Reconstruction and Programming in Fragile and Conflict Affected States, 2010-2011, World Bank The overall project included i) an assessment of recent literature on fragile and conflict affected states; ii) case studies of five countries which exited fragility (Cambodia, Mozambique, Rwanda, Uganda, Vietnam); iii) synthesis on prioritization, sequencing and trade-offs for public sector and governance investments; and iv) a typology of fragile and conflict-affected States. Ms. Pigey was responsible for the case study on Viet Nam's exit from fragility and its successful state-building as the country has re-shaped itself from a post-war reunified yet isolated state to become a regional power which has reintegrated key international and regional organizations. She also provided comments on the Rwanda and Cambodia case studies and on the draft synthesis report.

Rwanda: MCC Threshold Program – Strengthening Civic Participation in Rwanda, 2010-2011, USAID. This project sought to build the capacity of both local governments and civil society to ensure active civic participation in local government in Rwanda. Under this project, Ms. Pigey worked with local staff to prepare training on budget analysis and management issues for the district level, as well as to provide advice / support to the Decentralization Steering Committee on issues related to the policy and framework of fiscal decentralization for Rwanda's districts. She co-developed with local staff two complete training modules for district officials and CSO representatives, a) decentralization and civic participation; b) participatory planning and budgeting.

Morocco and Tunisia: Case Studies of the Financing of Urban Investments, 2010, World Bank and Cities Alliance. The objective of these case studies was to review the challenges for urbanization in both Morocco and Tunisia and their financing of urban investment. The case studies reviewed the urban development and decentralization context for each country, current urban investment financing mechanisms, debt financing systems, and presented key challenges and recommendations for the urban investment finance systems to meet the future needs of Morocco's and Tunisia's cities. Excerpts of these case studies will be included in a forthcoming book on financing infrastructure in Africa.

Cambodia: Local Development Outlook, 2009-2010, UNCDF Ms. Pigey provided contributions to Part 2: Cambodian Approach to Local Development and Part 3: Reaping the Benefits of Decentralization of the UNCDF's "Local Development Outlook – Cambodia" published in April 2010. She also reviewed, edited and provided comments on the full report.

Cambodia: Support for Formulation of the National Program for Sub-National Democratic Development, 2008-2009, Ministry of Interior and World Bank Under this project, the Urban Institute worked with the Royal Government of Cambodia to develop the 10-year implementation plan for the National Program to implement decentralization and the development of district and provincial governments. Ms. Pigey was responsible for the Fiscal Decentralization Program area, and organized the intra-government dialogue on municipal finance / fiscal decentralization issues; and drafted the program area and work plan to establish sub-national finance, budget and asset management systems.

Pakistan: Districts that Work Project, 2008, USAID. Provided support to local staff and consultants in the drafting of Province-level policy dialogue guidance documents and discussions on the changes to decentralization policy and parameters for the development of new provincial local government laws in Pakistan's four provinces. She participated in the first dialogues in North-West Frontier Province on local government organization and accountability issues.

Burkina Faso: Joint Donor Study on Aid Effectiveness in the Infrastructure Sector, 2008, World Bank The study on aid effectiveness examined how the principles of the Paris Declaration have been applied in the infrastructure sector in eight African and Asian countries with an analysis of the general obstacles and challenges encountered in this process, in order to derive operational guidance and good practice principles for aid harmonization in the infrastructure sector, that would serve as a tool for both donors and partner countries. Ms. Pigey led the study in Burkina Faso, which focused on the National Potable Water and Sanitation Program.

Tunisia: Third Municipal Development Project, 2008, World Bank Among the objectives of the project are to enhance the delivery of basic municipal services and infrastructure through financing priority municipal investments via the *Caisse des Prêts et de Soutien des Collectivités Locales* (CPSCL), Tunisia's municipal development fund and to strengthen the financial and institutional capacity of the CPSCL. Ms. Pigey worked with CPSCL officials to consider how its operations could evolve under a Fourth Municipal Development Project, notably in considering a diversification of its clientele, its loan products and its resources.

China: Debt Financing for New Countryside Development, Ningbo Municipal Government, 2008, World Bank. Ms. Pigey participated in a two-day workshop on Debt-Financing for New Countryside Development, and prepared and delivered presentations on international examples of municipal debt management and municipal financial intermediation. Several variations of a lending intermediary supported with credit enhancements were discussed with Ningbo Municipal Government Officials during the two days which followed the workshop. The primary objective was to help finance countryside development needs, particularly those projects that provide public services that are not self-supporting in terms of direct revenue generation from their operation.

Asia: Municipal Lending in Six Asian Countries (Vietnam, Tajikistan, Pakistan, Kyrgyz Republic, India and China), 2007-2009, KfW. In a review of mechanisms for improved infrastructure development at the municipal level, KfW requested UI to review the potential for credit lines through commercial banks, for on-lending to finance municipal infrastructure in six countries (China, India, Kyrgyz Republic, Pakistan, Tajikistan, and Vietnam). The Phase I desk studies assessed macroeconomic conditions; political, administrative and fiscal framework for local governments; and, the financial sector. Under Phase II, the strongest contenders for a KfW credit line for municipal infrastructure were China, India, Kyrgyz Republic and Vietnam. A detailed pre-feasibility study was prepared for each country. Ms. Pigey provided overall project management, and was directly responsible for Vietnam, Kyrgyz Republic, and Tajikistan case studies.

Latvia: Elaboration of Prospective Local Government Financial Equalization Model, 2007, Ministry of Regional Development Working with the Latvian Municipal Consultancy Center, Ms. Pigey prepared an international comparative review of equalization systems in Europe. She participated in a national conference in Riga in May 2007 on perspectives for Latvia's future evolution of its equalization system and commented on the proposals and new system to be developed by the Latvian team. She also participated in the conference of the large cities of Latvia in November 2007 on the perspective of large cities in the equalization system.

Contribution to the Preparation of the UCLG Policy Paper on Local Finance, Barcelona, 2007, United Cities and Local Governments Ms. Pigey worked with UCLG to prepare a draft Policy Paper focusing on municipal investment finance, presented at the UCLG World Congress in Korea in October 2007. She participated and made presentations in the UCLG Finance Committee working group meeting in Barcelona, June 2007.

Serbia: Municipal Finance and Debt Expert, Municipal Economic Growth Activity (MEGA), 2006 – 2007, USAID Under the municipal capacity building component of MEGA, Ms. Pigey helped review and program part of an Excel-based municipal creditworthiness analysis tool (CAT), developed training exercises and made presentations for the “Training seminar on Financial Analysis and Debt Management for Municipalities”, organized in two sessions for officials of MEGA's 10 pilot municipalities, as well as a third session for bank representatives interested in lending to Serbian municipalities.

Albania: Design of the Intergovernmental Finance System and Tax-Sharing Mechanism, 2006, Ministry of Interior, Albania and World Bank. As part of the project for the Institutional Capacity Enhancement for Reform of Intergovernmental Relations, Ms. Pigey led a team of US and Albanian experts to review the system of intergovernmental grants (conditional and unconditional) and make recommendations for a mechanism for national tax-sharing.

Indonesia: Municipal Finance Specialist, Municipal Lending Pre-Feasibility Study, 2005, KFW As part of a potential “Credit Line for Municipal and District Enterprises,” Ms. Pigey reviewed developments of financing local infrastructure in Indonesia including experience in borrowing by local governments and their district enterprises; identifying key aspects of the legal regulations as well as potential bottlenecks. She analyzed potential approaches for the credit line, through existing financial institutions, the creation of a special financial institution, or other options and identified potential handling bank(s).

Central Asia and Eastern Europe: Sub-Sovereign Market, 2004-2005, International Finance Corporation, This project was carried out with the International Finance Corporation (IFC) - Municipal Fund, a unit created to make investments in sub-sovereigns and entities controlled by sub-sovereigns, without sovereign guarantees. Ms. Pigey analyzed the degree of decentralization, legal ability of sub-sovereign entities to borrow, degree of development of financial markets, and size of potential borrowers of the initial list of 22 countries in Central Asia and Eastern Europe, and she identified a target short list of countries. The aim was to identify bankable transactions for the Municipal Fund to appraise and ultimately invest in.

Montenegro: Good Local Governance (GLG) Program, 2004-2005, USAID. As part of GLG's assistance to the Local Finance Committee and the Ministry of Finance, Ms. Pigey prepared a comparative review of European experience and examples of local government transfer systems and equalization formula. She carried out a review of the 2004 and the proposed 2005 equalization formula parameters for Montenegro and developed an Excel database and model, as well as options and recommendations for improvement of the formula targeting for 2006.

Albania: Local Government Decentralization in Albania (LGDA) Program, 2004-2007, USAID Under the continuation of USAID's assistance to local governments, Ms. Pigey provided assistance to Ministry of Finance and Ministry of Interior / Local Government in examining local finance issues for the Medium-Term Budget Program. She facilitated two ad-hoc working groups to examine issues related to i) Budget implementing and reporting rules and ii) Capital investment subsidies for local governments, and developed with national and local stakeholders a situation analysis and recommendations. She worked with other LGDA team members to develop the guidance document for the local borrowing policy dialogue. She assisted the Ministry of Finance in the review of the draft Organic Budget Law, which will be the key framework law to regulate state budget and local government budget issues.

Croatia: Local Government Reform Program II (LGRP II), Croatia, 2003-2007, USAID Ms. Pigey led teams of Croatian experts to update the diagnostic review of the legal framework for local governments in Croatia. She worked with national stakeholders to provide policy advice and analysis on key issues related to conditions and framework for decentralization. She led a team of local Croatian experts in the analysis of Croatian case studies of local government cooperation structures, followed by wide dissemination at three regional seminars. She provided input to an analysis of the shared Corporate Profit Tax and options for converting this tax share mechanism to provide a more equitable source of revenues for municipalities

Macedonia: Public Sector Management and Adjustment Loan, 2001-2002, World Bank. As part of the adjustment loan assessment team, Ms. Pigey participated in two assessment missions, holding discussions with national and local officials, including Parliament Law Commission and Finance Commission, Deputy Prime Minister, Minister of Finance and other Ministers. She analyzed the situation of local governments in Macedonia, assessing the fiscal impact of projected decentralization measures and legislation. She proposed a strategy for the World Bank to address these issues through conditionality of the Adjustment Loan.

Albania: Local Government Assistance and Decentralization (LGAD) Program, 2000-2004, USAID National policy assistance included: advice to the Ministry of Finance in preparation of the local government elements of the Medium-Term Expenditure Framework and State Budget for each year from 2002 to 2005; assistance to the Task Force on Decentralization in developing an objective formula for the unconditional transfers for local governments and reviewing the formula in subsequent years; oversight of studies on local taxes and fees, the small business tax and the agricultural land tax; assistance in drafting legislation to reform the framework for local taxes and fees. For each of these issues, she participated in and made key presentations in national and local meetings and roundtables. She also co-developed a 2-day training course for local governments in Municipal Finance Analysis.

Intergovernmental Fiscal Relations in Eastern Europe: A Sourcebook for Policy Analysts & Trainers, 2000-2001, USAID and World Bank Institute. As part of the Urban Institute team, Ms. Pigey participated in developing the content guide on financial resources of local governments, and identified relevant key source materials for links to the content guide, including laws of countries in Eastern Europe, policy reports, studies and sample course curricula. In June 2001, she was one of the lecturers at a Training Course in Budapest for USAID and World Bank staff on Intergovernmental Relations and Local Financial Management, based on the approach contained in the Sourcebook. She was also a principal lecturer for a related Training Course for USAID staff in November, 2001, in Washington, D.C. The Sourcebook was published by the World Bank Institute in June, 2005.

Morocco: Municipal Management and Decentralization, 2000, World Bank Ms. Pigey prepared a review of existing analyses of local finances and decentralization in Morocco and proposed future steps for reform, based on comparative international experience of recent decentralization reform efforts in Eastern and Western Europe and in Latin America.

Bulgaria: Municipal Credit and Finance Reform Study, 1999-2000, USAID. Ms. Pigey participated in the assessment of the existing legal and policy framework for local finances and analyzed the creditworthiness of Bulgarian municipalities, as it affected the ability of Bulgarian local governments to access credit markets to finance capital investments. She took part in the presentation of recommendations and findings at a Policy Forum with senior national and local officials, and representatives of the banking, insurance and capital markets.

Latvia: Local Government Management and Finance Project (LGMFP), 2000, the World Bank and Ministry of Finance, Republic of Latvia. As part of the LGMFP, Ms. Pigey was task leader for two of the four project tasks: 1) She led a review of the legal framework for municipal government budgeting, financial reporting and accounting, with identification of inconsistencies and weaknesses of the framework, and recommendations for reform; these initial recommendations formed the basis for a reform of the Municipal Budgets Law; 2) She prepared a review, analysis and report on the volume and structure of existing and prospective municipal liabilities as well as on proposed municipal investment projects and future needs for loan financing. She assisted in the remaining tasks of the project, including the proposal for a municipal liability monitoring system and the development of an Excel spreadsheet based financial analysis model of local finances.

Albania: Housing and Urban Development Assistance - Municipal Finance Reform, 1998-2000 USAID. Ms. Pigey assisted the Government of Albania with an overall reform of the local government system. She prepared an assessment of the municipal finance system, identified blockages, and proposed specific policy recommendations. She participated in workshops on Local Government Responsibilities and Expenditures, and on Municipal Revenues and Budgeting Issues. She wrote a background document on local finances to assist the debates of the national Task Force on Decentralization and assisted with the drafting of the National Strategy for Decentralization, a policy document adopted by the Government of Albania. She participated in the preparation of the Law on

Organization and Functioning Local Governments (adopted by Parliament in 2000); and provided oversight of a background fiscal policy and technical study on the impact of proposed changes in financing of local governments.

Hungary, Poland and Czech Republic: Regional Fiscal Decentralization, 1999, USAID. As part of an overall three-country study, Ms. Pigey analyzed the evolution of municipal finance in Hungary, including trends in intergovernmental finance; investment finance and the development of municipal credit markets; and, municipal budget management and financial administration. This comprehensive analysis of the Hungarian fiscal decentralization experience, together with similar studies directed by the Urban Institute for the Czech Republic and Poland, which were presented at a forum in Prague form a body of knowledge on these issues in transitional countries, intended for use in other countries embarking on fiscal decentralization.

Independent Consultant, 1992 – 1998.

Romania: Local Government Fiscal Reform, 1996-99, USAID. Under this project Ms Pigey provided direct technical assistance to municipalities and judets (counties) on preparing a medium term financial strategy, by analyzing previous budgets, identifying trends in revenues and expenditures, and forecasting a three-year budget based on planned, prioritized capital investments and several scenarios of revenue generation. She also contributed to the legal framework for fiscal autonomy, with support to the Ministry of Finance in developing local government finance and tax laws. Through several analyses and convening of a series of seminars with national and international officials, she contributed to the policy debate on municipal credit market development. Ms. Pigey also participated in the team which carried out an overall assessment of the impact and weaknesses of the intergovernmental fiscal system.

Macedonia: Local Government Reform Project, 1998-99, USAID. Ms. Pigey supported the Government of Macedonia with the reform of municipal legislation, assessed the municipal finance system, and worked with a joint local-central government task force to develop specific proposals and changes, which were presented to a wider audience at a national workshop.

Morocco: Improved Municipal Financial Management, 1998, USAID. Ms. Pigey made a presentation on issues for financial management reform at a seminar held in Sefrou, and she prepared a training needs assessment and action plan to help improve financial management of Moroccan local governments.

Lithuania: Municipal Development Project, 1997-98, The World Bank. In the development of this World Bank credit line, Ms. Pigey prepared a manual of procedures for the Municipal Credit Facility, participated in project appraisal and developed a spreadsheet model to assess creditworthiness of potential projects.

Morocco: FEC Municipal Investment Portfolio and Forecast of Financing Needs, 1997, USAID. In cooperation with Morocco's Fonds d'Equipement Communal, prepared a detailed analysis of municipal investment projects, and municipal capital planning / budgeting practices. A five-year forecast of municipal investment needs and share of FEC loan financing was developed.

Poland: Reform of Budget Law and the Public Sector Chart of Accounts, 1997, USAID. Ms. Pigey assisted the Ministry of Finance of Poland to review potential reform of the budget law and chart of accounts to improve the financial transparency of Polish municipal budgets. Her findings were presented at a one-day seminar for key officials.

Tunisia: Feasibility Study for a Land Development Financing Facility, 1996-97, USAID. Ms. Pigey prepared an analysis of the provision and financing of urbanized lots for housing development for low-income families, in the context of Tunisia's financial and banking sector reform, and decentralization of tasks to local governments. Recommendations to relevant Ministries and Agencies of the Government of Tunisia on land development policy issues included the role of local governments and the development of a secondary market.

Morocco: FEC Reorganization Study Tour, 1996-1997, USAID. Ms. Pigey organized and participated in a study tour for officials of FEC, Ministry of Interior and Ministry of Finance to municipal credit institutions in Spain, France and Belgium, in order to provide insight and guidance to officials of the Fonds d'Equipeement Communal to enable the reorganization of the FEC to meet the challenges of operating under a new charter as an autonomous banking institution.

Mongolia: Local Government Administration in Ulaanbaatar, 1996, USAID. Ms. Pigey prepared an assessment of municipal financial management in Ulaanbaatar, including the budget process, investment planning and service provision and identified technical assistance and training needs. She analyzed the central-local relations framework and made recommendations to modify the system of tax sharing and to create a general subsidy for local governments based on objective criteria. She designed, and conducted two workshops for Mongolian municipal and national government officials: (1) Urban Planning and Investment; (2) Municipal Revenue Administration and Expenditure Planning.

Mali: Third Urban Development and Decentralization Project (UDDP), 1996, The World Bank. Ms. Pigey carried out the financial and economic assessment of three components of the Mali UDDP, on potable water networks, sanitation and preservation of Mali's historical cities. She participated in the Bank's project appraisal mission, and also conducted financial analysis of all project sub-components, including land development, road rehabilitation, and municipal capacity building.

Between 1992 and 1996, Ms. Pigey worked on various projects in **Côte d'Ivoire (USAID), Poland (USAID, World Bank), and Hungary (USAID)**, dealing with project evaluation, development of credit lines and credit markets to finance municipal infrastructure and review of intergovernmental transfer and infrastructure subsidy systems.

Senior Municipal Finance Consultant, Bureau Régional d'Etudes Economiques et Financières (BREEF) , 1988-1992, Paris, France.

During four years with BREEF, Ms. Pigey worked on budgetary and fiscal forecasting studies, including analysis of the financial feasibility of urban development programs, examination of fiscal revenues and estimation of financial and borrowing capacity: Projects included New Town of Portes de la Brie (Eurodisneyland), Syndicat de la Plagne and member towns (bobsled for '92 Winter Olympics, Savoie), New Town of Champs-sur-Marne (development of a university), Village of Roquebillière (thermal resort project), and Cities of Arles, Grigny, and Levallois-Perret. She also worked on international projects, for the EBRD in Hungary and the World Bank in Cameroon.

Research Assistant, Paris Chamber of Commerce and Industry, Paris, France, 1988-89

Research Assistant for Public Finance, Donaldson, Lufkin & Jenrette Securities Corporation 1984 -1987, New York, USA

Selected Presentations and Training

Presenter, *PPPs in Land Development & Infrastructure Finance*, organized by World Bank and Holy City of Makkah, “Infrastructure Finance and the Local Government Context” (Jeddah, Kingdom of Saudi Arabia, March 2011)

Presenter, *The Impact of the Financial and Economic Crisis on Banks Specializing in Public Finance and on Their Local Partners*, Annual Conference of the International Centre for Local Credit (ICLC), "ICLC Survey: Impact of the Crisis on the Banks" and "ICLC Survey: Impact of the Crisis on the Local Sector" (Brussels, Belgium, October 2009)

Presenter, *Dialogue on Subnational Finance and Budget*, organized by Ministry of Economy and Finance and Ministry of Interior, “Pillars of Subnational Finances and Budget – Accommodating the Transfer of Functions” (Phnom Penh, Cambodia, January 2009)

Presenter, Workshop organized by Ningbo Municipality and the World Bank, *Debt Financing for New Countryside Development*, “Local Government Debt Management: International Examples” and “Local Government Financial Intermediation: International Examples and Three Case Studies” (Ningbo, People’s Republic of China, January 2008)

Presenter, Workshop of the Latvian Association of Large Cities, *Cities and Urban Policy in Latvia*, “Local Government Financial Equalization and Cities: International Practice” (Riga, Latvia, November 2007)

Presenter, Workshop of the Ministry of Regional Development, Government of Latvia, *Local Government Financial Equalization: Perspectives in Latvia*, “International Experience in Equalization” (Riga, Latvia, November 2007)

Lecturer, Training Course on *Financial Analysis and Debt Management for Municipalities* (Serbia, April 2006).

Presenter, Workshop of the Government of Croatia on “Decentralization and Public Service Delivery”, Presentation on *Capacity Building and Joint Service Delivery* (Zagreb, January, 2006).

Presenter, FDI Policy Forum, “Reforming Fiscal Equalization in South-Eastern Europe”, Presentation on *Fiscal Equalization in Montenegro* (Belgrade, November 2004).

Chair, Panel Discussion on Fiscal Decentralization, “EBRD Seminar on Municipal Infrastructure” (Zagreb, November, 2004).

Lecturer, Training Course on *Municipal Finance Management*. (Berat, Albania and Lezhe, Albania, March 2004).

Presenter, Conference on Strengthening Local Self-Government through Decentralization, Presentation on *Local Political and Financial Independence and Accountability* (Moscow, November 2003).

Lecturer, Training Course for USAID staff on *i) Revenue assignment and Local budgets; ii) Balancing Overlapping Local and National Interests; iii) Phasing and Sequencing of Fiscal Decentralization; iv) Infrastructure Finance and the Role of Debt, Borrowing and Creditworthiness* (Washington DC, November 2001).

Lecturer, Training Course on Intergovernmental Fiscal Relations for World Bank and USAID staff in CIS Region, on *Infrastructure Finance and the Role of Debt, Borrowing and Creditworthiness*, including preparation of case studies (Budapest, June 2001).

Selected Publications and Reports

Adaptation and Mitigation: What Financing is Available for Local Government Investments in Developing Countries? June 2009 (with T. Paulais), for the Fifth Urban Research Symposium 2009 – Cities and Climate Change: Responding to an Urgent Agenda, Marseille, June 28-30, 2009.

'Albania: Decentralization and local government finance – Key successes and future challenges' 2008 (with Artan Hoxha and Sabina Ymeri). In *Local Public Finance in Central and Eastern Europe*, edited by Željko Šević. Edward Elgar Publishing, Limited.

Delegation: A Strategy of Decentralization Avoidance or Enhancement? Albania Case Study: Control Versus Rules-Based Delegation. September 2006 (with F. Conway), for the European Group of Public Administration annual conference in Milan.

Cooperation Among Local Governments for Public Service Delivery: International Experiences and Case Studies from Croatia with Recommendations. March 2006 (with V. Tomašević), for USAID.

Intergovernmental Fiscal Relations in Central and Eastern Europe: A sourcebook and reference guide. 2005 (with F. Conway, et al.), for USAID and the World Bank Institute (WBI Learning Resources Series).

Montenegro: International Practices in Equalization Experiences and Lessons from Europe and Montenegro's Equalization System, December 2004, for USAID.

Albania: Local Tax and Fee System: Policy Options and Recommendations (with A. Hoxha), Jan. 2002, for USAID.

Albania: Analysis of Options for Reintroduction of the Agriculture Land Tax (with A. Hoxha, et al.), Jan. 2002, for USAID.

Albania: Analysis of Small Business Tax and Implications of Transfer to Local Governments – Policy Options and Recommendations (with A. Hoxha, et al.), January 2002, for USAID.

Croatia: Territorial Reform and Inter-municipal Cooperation, Experiences and Lessons from Europe (with J. Šišinački, et al.), May 2002, for USAID.

Macedonia: Note on Local Government in the Former Yugoslav Republic of Macedonia – Fiscal impact of decentralization and opportunities for World Bank programs, June, 2002, for the World Bank.

Albania: Unconditional Transfers for Local Government and Objective Formula for Distribution, October 2001 (with A. Hoxha), for USAID.

Romania: Local Public Expenditure Report, July 2001 (with F. Conway, et al.), for the World Bank.

Croatia: Review of the Legal Framework for Local Governments, Feb. 2001 (with M. Mikelsons, et al.), for USAID.