



INTERNATIONAL COFFEE ORGANIZATION  
ORGANIZACIÓN INTERNACIONAL DEL CAFÉ  
ORGANIZAÇÃO INTERNACIONAL DO CAFÉ  
ORGANISATION INTERNATIONALE DU CAFÉ

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International Coffee Council  
106<sup>th</sup> Session  
28 – 31 March 2011  
London, United Kingdom

**Nomination for the post of  
Executive Director**

**Submitted by Gabon**

## **Background**

1. In accordance with the procedures for the appointment of a permanent Executive Director which were approved by the Council at its 105<sup>th</sup> Session from 21 to 24 September 2010 (see document ICC-105-22), the Government of Gabon has submitted the attached proposal for the appointment to the position of Executive Director of Mr Christian Ruffin Silvère Ngoua, including the curriculum vitae of the candidate.

2. The procedures provide that the Council shall review the list of candidates whose names were submitted by the deadline of 15 March 2011 and, if necessary, may decide to establish a Screening Committee. The Screening Committee shall review the list of candidates and recommend to the Council no more than five candidates to be invited to the September 2011 Council Session in order to make presentations on their candidacy. If the establishment of the Screening Committee is necessary, its report and recommendation shall be distributed to Members no later than 30 June 2011. Members who wish to comment on the recommendations of the Screening Committee shall provide those comments in writing no later than 31 July 2011. Following the presentations by candidates to the Council Session in September 2011, the Council shall consider and decide on the appointment of the Executive Director.

## **Action**

The Council is requested to consider this document.

**REPUBLIC OF GABON**

**MINISTRY OF FOREIGN AFFAIRS, INTERNATIONAL COOPERATION  
AND RELATIONS WITH FRANCOPHONE COUNTRIES**

The Ministry of Foreign Affairs, International Cooperation and Relations with Francophone countries presents its compliments to the International Coffee Organization in London and has the honour to refer to the vacancy for the post of Executive Director of the International Coffee Organization.

In this regard, it may be noted that at its meeting of 8 March 2011 the Candidature Committee selected the candidature of Mr Christian Ruffin Silvère Ngoua for this vacancy.

Consequently, the Ministry hereby wishes to notify the choice of Mr Christian Ruffin Silvère Ngoua for the aforementioned candidature. Mr Ngoua, whose *curriculum vitae* is attached, will represent Gabon at the final selection proceedings for the post of Executive Director of the ICO scheduled to be held in September 2011.

The Ministry of Foreign Affairs, International Cooperation and Relations with Francophone countries takes this opportunity to convey to the International Coffee Organization renewed assurances of its highest consideration.

Libreville, 14 March 2011

## **Christian Ruffin Sylvere NGOUA**

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e-mail: Christian.ngoua@oanhaa.co.za

Nationality: Gabonese, temporary residency in S.A; Married with kids

Born: 14 June 1963 in Libreville, Gabon

### **The Value I will bring to your Organisation?**

You will find in the detailed CV the extent of my experience. Below please find topical highlights of these experiences and skills areas.

#### **Controls and Accounting:**

Having being Chief accountant and financial accountant for Shell Gabon for 5 years, I have in depth mastery of all accounting issues statutory, consolidation, differed taxation... (Fixed Asset, Stock...accounting)  
Mastery of US GAAP, IAS, IFRS and SoX issues and practices  
Have developed Governance guides including RASCI and MoA for new Shell Entities  
Proven ability to identify areas with weak controls/efficiency and to provide mitigating solutions  
Managed fiscal and customs audits  
Can produce and give comprehensive and value based Management Information  
In depth knowledge of Production Sharing Contracts and Tax-Royalty accounting processes

#### **Systems:**

I have extensive experience in systems management and control. Headed the Finance implementation of SAP R3 in Shell Gabon and contributed to the upgrade to version 4.3.  
Project director of the implementation of JDE Enterprise as the Gabonese State financial system  
Lead the Finance side of the SOPAF JDE system unification

#### **Project and Change management:**

Key member of the Shell Streamline team (Group wide process alignment and simplification team)  
Reviewed, aligned and simplified all finance related processes for Shell Downstream in Africa (30+ countries), through a team of process leaders and each country Finance managers. I Applied Best practice and benchmark. Successfully created a Credit Department and practices across Africa and generated substantial cash gains. These are achieved through a strong communication and sharing ability.

#### **Value management:**

As In house Shell management consultant, I endeavoured to improve the shareholder value of my clients. My entrepreneurial and commercial experience gave me hands on practice on value improvement  
Proven cost reduction ability and efficiency generation whilst strategically improving profitability

#### **Public Finance:**

Deputy General Manager of budget in Gabon for 3 years, my main task was to make transparent the state's financial processes from the system being used to the controls relating to the transactions. I was particularly innovative and impactful in the area of ERP system implementation, Civil servant manpower management and Public procurement regulation. I was a key and successful member to the negotiation team for a structural reform program with the IMF and World Bank

#### **Management and Leadership experience:**

Finance leadership team member in Africa, and member of the Africa extended leadership team.  
Managed large pools of staff (150+ as Deputy General Manager of Budget, and 80+ as Credit Manager)  
Structured and organised approach in achieving targets and realising the vision  
Proven team worker and builder to achieve outstanding results, with strong people acumen  
Experience in Africa (Gabon and pan-african based in South Africa) and in Europe (Holland and London Shell Head quarters). I deliver in a diverse environment within diverse cultures.  
Understand the Public Administration drivers in Africa and can easily relate with administrative authorities.

### **Key Qualities:**

My experience demonstrates that I am performance driven; resourceful; visionary leader; and that I deliver through team work. I adapt to changing circumstances in order to remain quality driven. Organisation is a key success factor for delivery. People person, developing staff is key for value delivery. I have recognised interpersonal and coaching skills.

## **Professional Path:**

**December 2010 – To date :**

Johannesburg, South Africa

### **Freelance Senior Finance and Business Consultant**

Senior Finance and Business Consultant with an acumen in restructuring parastatals and private companies, improving business processes and performance. 20 years Finance and Business experience at senior and executive levels, mainly in the Oil & Gas industry (Up and Downstream) but also in Mining.

**March 2010 – November 2010 :**

Kinshasa, République Démocratique du Congo

### **Executive Finance Director of MIBA**

After an international call for candidates, I've been recruited in the position above on behalf of the DRC State, majority shareholder (80%) of the mining of the Bakwanga or Miba. A diamond resource, but also having identified potentials of gold and nickel-chrome ores.

The company has been mismanaged over the last decade or so and has led to having a fixed employment pool of some 4600 people, and more than 300 m \$ of debt. Inactive since 2 years, the Congolese State is committed to revive this enterprise by recruiting a set of transformational managers worldwide.

Unfortunately since the minimal financing required has not been tabled yet, thus preventing the CEO and myself to enact our roles. I terminated my contract due to accumulated arrears in salaries and non-observance to the contract by the Congolese state.

**April 2007 to February 2010:**

Johannesburg, South Africa

### **Self employed and Freelance Consultant**

(Commercial and entrepreneurial skills affirmed)

I started a company, "OANHAA Commodity Trading C.C", with the objective to trade in construction materials to/from South Africa and the rest of Africa. I am the Director and have a partner.

After having successfully started this venture, I was a victim of the downfall of the world economy. Starting mid 2008, sales collapsed and left me with quite some stock on my hands.

Whilst in this turmoil, my network members requested my contribution to help them in various projects. This triggered the beginning of the business consulting aspect of my activities, focusing on Process optimisation, Organisation, restructuring, Fund raising and Deal Breaking.

As a result, I contributed to:

- AIG Capital – Blue Financial Services: Blue is a financial service for which AIG Capital was a shareholder. The latter had financed Blue's development in Nigeria, and they were now looking for green fields. I was asked to help identify the appropriate partners in Gabon and Cameroon and to break the deal based on financial, operational and other criteria. I identified the Gabonese Development Bank as a business model match, drew the terms off the deal, unfortunately the collapse of AIG in October 2008 broke the whole deal.
- I fundraised for the Ministry of Water and Forest for the financing of professional schools. I used the carbon credit medium and got the financing of Saudi Arabia for some 12m Euro.

- I completed a Competence Framework overhaul and redefined the policy for the Ministry of Mining and Petroleum in Gabon.
- I lobbied for a Forestry company to triple its allocated export quotas. Using the flop on the wood market and the loss of fiscal revenue for Gabon in 2009. I convinced the officials (minister of Water and Forest and the Prime minister) to change policy for those companies still able to sell.

**January 2004 to April 2007:**

Shell Oil Products Africa – Johannesburg, South Africa

**Finance Process and Credit Manager for Africa**

(Finance practice, Project and Change management skills confirmed)

I was a member of the extended leadership team for Africa and of the Finance leadership team, reporting to the CFO for Africa. Directly lead some 80 staff throughout Africa and based in 35 countries. This assignment demonstrated my Project and change management abilities.

Shell Oil Products Africa was created in 2004, with a pan African governance.

My initial role as Finance Process Manager was to ensure our pan African Finance organisation would benchmark with top quartile performance throughout the world. Within this capacity, I was the “guru” of Finance best practices, processes, procedures and standards within the SOPAF organisation. I successfully lead the harmonisation of the processes, procedures and controls in Africa, which was a key driver to the unification of all 20+ JDE systems in Africa into a single instance.

Once the procedures and practices harmonised throughout Africa, my drive in leading change and in bringing a diverse group of countries and business units, my role focused on driving further cost reductions through performance improvements. I was tasked with leading the implementation of a Shared Support Service centre for Africa. This back office for Africa would regroup all related finance activities (treasury, credit, controls and accounting, including some HR activities). This project was initiated and setup but fell of the priority list.

Having being successful in my “process” role, I was also asked to solve a “bad debt” issue in Africa. It resulted in creating a pan African Credit organisation with aligned practices and policies. I became the Credit Manager for Africa, reduced our bad debt levels by more than 80% from a level of some 30 000 000\$ in 2003. I instilled new practices: collaboration Finance and Sales, economic evaluation and commercial input from Finance on key contractual commitments. My team and I achieved a reduction to less than 5 000 000\$ bad debt provision in a year, and improved cash collection and treasury by 150 000 000\$.

My successful assignments will lead to 2 promotions and to 3 group awards during my South African stay. I will leave Shell on a transactional basis in April 2007.

**December 2001 to December 2003:**

Royal Dutch Shell head quarters– The Hague, Netherlands :

**Senior Consultant Finance and Organisation**

(Organisational, Communication and Value drive developed)

I was a member of a team of high potential Shell group internal consultants. We an external view from inside Shell. This meant being constantly aware of best practices from leading external consultants (Mc Kenzie, PWC...).

As a senior consultant, I lead and worked in teams focusing on:

- The setup of new Shell entities, in terms of organization, finance practices and processes (Shell Lubricants, EP Projects)

- Redeployed strategies of the Oil Products Commercial business (Global Commercial Strategy or GCS)
- Organised from scratch financial departments of new businesses (Shell services)
- Contributed to adding value to Shell whilst implementing divestment actions (Shell Spain and Portugal).

This was an enriching experience both in self, team management and in terms of value enhancement and project management.

**May 1999 to November 2001:**

Ministry of Finance, Economy and Budget – Libreville, Gabon

**Deputy General Manager of Budget**

(Conflict management, Project and change management skills developed)

At the request of the new Minister of Finance, it was considered by my line that a good development area would be learning the management of government relations. I was proposed for a 2 year secondment to assist the new Finance minister in restructuring and improving the Financial management of the State of Gabon.

My goals were to:

- professionalise the finance administration,
- setup an ERP (JDE One world Enterprise) to replace the 25 systems used within the finance department and to improve the transparency of the state transactions,
- transform the State Payroll department and clear the payroll of all irregularities,
- lead a team of auditors to clean up the State local Debt,
- lead and complete the new State Procurement law

This experience was rich in learning the management of conflicts, communication and leading under high pressure. It also gave me the opportunity to liaise directly with the World Bank, UN and other organizations.

**November 1990 to April 1999:**

Shell Gabon – Port Gentil and Gamba, Gabon

**Chief Accountant of Shell Gabon and Previous Positions**

(Confirmed accounting, systems and controls skills)

From Oct 96 to Apr 99, Chief Accountant and Tax advisor of Shell Gabon:

Key challenges were to transition the company from a proprietary accounting system (GL+) to SAP R/3 and to successfully resolve the post implementation issues.

Main responsibilities were to:

- Discharge corporate and group returns,
- Maintain the books of accounts on a US GAP and Statutory basis,
- Report and comment to Group on a quarterly and monthly basis,
- Manage Working Capital,
- Manage Fixed Assets,
- Manage external auditors,
- Optimise and manage Tax, provide tax guidance to all the organisation
- Manage relations with Tax and Customs administrations

- Manage and develop the accounting team (some 18 staff)

**From Apr-1995 to Sep 1996: Financial Accountant of Shell Gabon**

Main responsibilities were to:

- Quarterly prepare the Group returns, in charge of Receivables, Sundry debtors, Crude stock accounting
- in charge of bank reconciliations.
- Particular achievement was to analyse our crude sales contracts versus different pricing models in order to identify the pricing method which would best profit Shell Gabon. This resulted in an increase in gross proceeds of 30\$m in year 1.

**From Oct 92 to Mar 95: Capital Expenditure and Project Accountant**

- Project accountant for Rabi project (biggest development in Africa at the time: +500\$m investment). Supported the Development, drilling and Sub Surface departments in their daily financial activities. In addition, was budget advisor in regards to capital expenditure (capex), would complete the management information for capex.
- Particular achievement was to set a best in class database to efficiently follow up all capital budget proposals through Shell Gabon and Group. I was rewarded for several quality improvement initiatives generating substantial cost savings (Drilling BPR and other Management systems).

**Nov 90 to Sep 92: Assistant Finance Systems Accountant**

As Systems accountant, I was in charge of:

- the financial systems integrity. More than 10 systems were interfaced, I ensured they were balanced and interface errors dealt with promptly. Main responsibility was the business administration of GL+ and IP Accounts payable systems.
- I achieved a remarkable improvement in the quality of our accounting by eliminating errors generated by the systems and improving control practices by each process owner across the company.
- For my development, I was Quality focal point (process management).

**Qualifications :**

1990 – Ecole Supérieure de Commerce de Tours	Master in Finance
1989 – Université Malakoff, Paris V Institut supérieur de Gestion de Paris (ISG)	DESS Banques et Finances 3 <sup>e</sup> Cycle de Gestion
1988 – Université Assas, Paris II	Maitrise Droit des Affaires et Fiscalité
1983 – Baccalauréat (Libreville)	

**Languages :**

French (fluent)  
English (fluent)  
Italian and Spanish: can be improved

**Other :**

**Competences and Skills:**

- Competences: Finance, Accounting and Controls; Economic analysis, Credit and Debtor Management; Change Management; Value management; Treasury Management, Tax and legal
- IT related competences: High PC Software literacy (Spreadsheets, dbases...); User knowledge of SAP R3 (4.16) and JDE
- General and Management Skills: Leadership and coaching for leadership; Motivator and Team leader; negociation

**Other Relevant Information:**

- Have climbed the Kilimandjaro (January 2005) and Mt Kenya in 2006.
- Former model in Gabon and France (till age of 23).
- Enjoy cooking, music and reading, specially for my kids
- Participate in Christian missionary activities in Africa and Europe (Holland and UK) and support Christian NGOs taking care of abandoned kids and elderlies in Gabon.