

**Curriculum Vitae**  
**MARK Q WATSON**  
**Governance/Macro & Sector Economist**

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**Tel:** 44 (0)131 557 0786

1. **Family name:** WATSON
2. **First names:** Mark Quartly
3. **Date of birth:** April 1957
4. **Passport holder:** British
5. **Residence:** United Kingdom
6. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
University of York, 1975 – 1978	<b>BA (Honours) Economics</b>
Leeds University, 1981 – 1982	<b>MA Transport Economics</b>

7. **Language skills:** *Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)*

Language	Reading	Speaking	Writing
English	Mother tongue		

8. **Membership of professional bodies:** Member, International Consulting Economists' Association + UK Evaluation Society
9. **Other skills:** Fully computer literate; MS Office: Word, Excel, PowerPoint etc; Fully familiar with EuropeAid PCM, SPSP, budget support & evaluation methodology; PEFA training; Excellent report writing skills.
10. **Present position:** **Independent Consultant**
11. **Years within the firm:** n/a
12. **Key qualifications:** (Relevant to the project)

- **Economist with over 25 years** of experience in international development funded projects in 48 countries.
- Extensive **macro-economic analysis** (eg published report for IMF, CARTAC Mid-term Review, 2010), ), wrote 4 macro-economic update reports for EUD, South Africa on South African economy (2009/10); macro-economic assessment of Belize for EU, 2007
- **Trainer of EU staff** under ADM Helpdesk contract in General Budget support and Sector Budget Support (about 20 courses in Brussels) and 12 in country/ Delegations (Thailand, Vietnam, Laos, Indonesia, Tanzania, Kenya, Zambia, Ghana, five in South Africa, Jamaica, Mozambique, Philippines) between 2003 and 2011;
- Fully familiar with **latest development thinking** eg EU Green Paper, evolving views of Member States, application of PEFA, work of Court of Auditors; OECD DAC work, Paris Declaration (and its limitations) etc
- **Extensive sector work (transport, health, HIV/AIDS private sector development, rural and urban development)**. eg Team leader (TL) Design of EU's first transport sector budget support for Ethiopia (2005) using seven assessments and possible sector budget support for Uganda – preparation of Identification fiches etc.
- Advice to World Bank and ADB on **Trust Fund management** for Afghanistan regarding PFM and fiduciary risk management. Prepared the Business case for a new Trust Fund (Afghanistan Infrastructure Trust Fund, 2011);
- **Extensive PFM experience** – has undertaken PFM assessments in more than 15 countries in connection with general and sector budget support programmes (eg Tanzania, 2011);
- Work on aid instruments eg for AfDB Paris Declaration compliance (2010),
- **Fiduciary Risk assessments** for DFID (eg St Helena, 2009), PFM assessments for Anguilla, Turks and Caicos Island; s and health sectors), Bangladesh (health sector), Laos (transport sector),
- Experienced **evaluator** for EU Joint Evaluation Unit - ongoing team leader for Jamaica country evaluation responsible for covering sector and general budget support, Overseas Territories evaluation (2010-11), MEDA region evaluation (2008);

13. **Specific experience in the region: (country experience in:**

Afghanistan, Anguilla, Ascension Island, Bangladesh, Barbados, Belgium, Belize, British Virgin Islands, Cambodia, Egypt, Ethiopia, Falkland Islands, Fiji, Ghana, Grenada, Guyana, India, Indonesia, Jamaica, Japan, Kenya, Laos, Lebanon, Malawi, Montserrat, Mozambique, Nepal, Nigeria, Oman, Pakistan, Philippines, Rwanda, St Helena, Saudi Arabia, Singapore, Sri Lanka, South Africa, Tanzania, Thailand, Tonga, Tunisia, Turks & Caicos Islands, Uganda, UK, USA, UAE, Vietnam, Zambia, Zimbabwe

#### 14. Professional experience

Date from - Date to	Location	Company & reference person <sup>1</sup> (name & contact details)	Position	Description
April 2003 to Feb 2011	Brussels & EU	ADE and GFA Virginia Manzetti <a href="mailto:Manzetti@ec.europa.eu">Manzetti@ec.europa.eu</a>	EU Trainer under helpdesk contract	<b>Provision of approximately 30 training courses to EU staff in Brussels and Delegations covering macro budget support training, sector training (health, transport) and tailored workshops in Delegations</b> in Maputo, Kingston, Hanoi, Manila, Nairobi, Dar-es Salaam, Accra, Lusaka, Vientiane, Bangkok, Jakarta.
October 2011	Anguilla & Montserrat	IBF Giada Tu Thanh <a href="mailto:tuthanh@ibf.be">tuthanh@ibf.be</a>	<b>Team Leader</b> Economist	<b>Design of General Budget Support Indicators</b> and targets for these two Overseas Territories for inclusion in the 10 <sup>th</sup> EDF Financing Agreement.
August 2011	Zimbabwe	HLSP Bruce McKay <a href="mailto:Bruce.mackay@hlsp.org">Bruce.mackay@hlsp.org</a>	Economist	<b>Impact assessment of the Zimbabwe Health Worker Retention Scheme.</b> Evaluated this scheme that funded health workers returning to work following the collapse of the Zimbabwean economy. For a group of development partners including the EU. DFID financed.
Sept 2010 ongoing	Jamaica	EuroNet Consulting <a href="mailto:suzanne.wille@ec.europa.eu">suzanne.wille@ec.europa.eu</a>	<b>Team Leader</b> Economist	<b>Country Evaluation of Support by EU. Fieldwork took place June 2011.</b> Led with respect to the assessment of programming, development cooperation coordination, use of aid instruments including budget support and EU support to the transport sector.
March 2011	Tanzania	EuroNet Consulting <a href="mailto:adam.grodzicki@ec.europa.eu">adam.grodzicki@ec.europa.eu</a>	Team Leader	<b>Mid-Term Evaluation of EU Sector Budget Support to Transport Sector.</b> Reported on sector performance with emphasis on eligibility criteria in using evaluation questions, judgement criteria and indicators in accordance with EU's evaluation methodology.
Jan-February 2011	Afghanistan	DFID Afghanistan direct <a href="mailto:d-broska@dfid.gov.uk">d-broska@dfid.gov.uk</a>	Technical designer	<b>Preparation of Business Case for a new Multi-Donor Afghanistan Infrastructure Trust Fund,</b> to be operated by the Asian Development Bank (ADB). Covered all elements of design including technical, economic, commercial, value-for-money and governance arrangements Entailed substantial negotiation with ADB.
Aug 2010 to Jan 2011	Tunisia Malawi	ITAD African Development Bank <a href="mailto:j.kitakulemukungu@afdb.org">j.kitakulemukungu@afdb.org</a>	Economist	<b>Evaluation of progress by the AfDB towards its Paris Declaration commitments.</b> Undertook country visit to Malawi and, a country portfolio review and contributing to an institutional assessment in AfDB headquarters.
March-2008 Nov 2010	Uganda	NTU EUD Dorian Kivumbi Head of Infrastructure <a href="mailto:dorian.kivumbi@ec.europa.eu">dorian.kivumbi@ec.europa.eu</a>	Team leader/economist	<b>Preparation of sector programme:</b> Following institutional reforms and mobilisation of technical assistance. PFM and macro-economic assessments. Latest mission concerned the use of project modalities as SBS was not appropriate.
May 2010 to July 2010	Lao PDR	SHER(Belgium) For SIDA (embassy now closed)	Economist/ Financial analyst	<b>Evaluation of SIDA's support to the transport sector</b> over the past 15 years, looking at institutional capacity building, governance and rural development in against.
April 2010	Anguilla	UK FCO direct contract: <a href="mailto:charlotte.coster@fco.gov.uk">charlotte.coster@fco.gov.uk</a>	Policy adviser/ economist	<b>Public Expenditure Review.</b> Analysis of options to reduce public expenditure following a severe revenue shortfall following a decline in tourism and construction activities. Provision of guidance to the incoming Government.
March 2010 March 2011	Belgium Montserrat. Falkland	EC Evaluation Unit - Mr Bolly <a href="mailto:JeanLouis.Bolly@ec.europa.eu">JeanLouis.Bolly@ec.europa.eu</a>	Budget support specialist / evaluator	<b>Evaluation of support by the EU to the Overseas Countries and Territories (OCT)</b> of France, the UK, Netherlands and Denmark. Undertook field visits to Montserrat and Falkland islands.
Aug 2009 June 2010	South Africa	AGMIN / ACE EC Jozet.Muller, ECD Pretoria <a href="mailto:jozet.muller@ec.europa.eu">jozet.muller@ec.europa.eu</a>	Team Leader	<b>Support to the implementation of seven sector budget support programmes,</b> comprising health, education, urban renewal, access to justice, promotion of constitutional rights, innovation for poverty alleviation, and enterprise development & employment creation. Preparation of quarterly macro-economic reports and oversight of preparation of half-yearly PFM reports for EC Delegation.
February 2010	Mozambique	ADE <a href="mailto:Paolo.CICCARELLI@ec.europa.eu">Paolo.CICCARELLI@ec.europa.eu</a>	Trainer	<b>Regional seminar/workshop for heads co Infrastructure of EC Delegations in East and Southern Africa.</b>
October- Nov 2009	St Helena	DFID direct cont. <a href="mailto:D-Afful@dfid.gov.uk">D-Afful@dfid.gov.uk</a>	Fiduciary Risk Assessor	<b>Undertook a comprehensive Fiduciary Risk Assessment (FRA)</b> of this South Atlantic Overseas Territory, reviewing <b>public finance management, accountability, systems and value-for-money</b>

<sup>1</sup> The Contracting Authority reserves the right to contact the reference persons. If you have any objection to this fact, kindly state so and provide a justification

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September 2009	Barbados Grenada Jamaica	Oxford Policy Management IMF Therese Turner Jones <a href="mailto:tturnerjones@imf.org">tturnerjones@imf.org</a>	Evaluation Specialist	<b>Evaluation of the work and governance of CARTAC</b> , the IMF operated Regional Caribbean Technical Assistance Centre. The focus included four specialist areas – PFM, macro-economics, revenue and statistics. Report published by IMF: <a href="http://www.cartac.com">www.cartac.com</a>
May-June 2009	Tunisia	ITAD AfDB Charles Chandler <a href="mailto:Cchandler@AssumptionAnalysis.com">Cchandler@AssumptionAnalysis.com</a>	Evaluation Specialist	<b>Evaluation of Quality-At –Entry of the African Development Bank’s portfolio</b> , comparing 2005 and 2008 quality of project / programme design. This included evaluating <b>transport sector projects and policy based loans</b> (budget support)
April -May 2009	Nepal	DFID direct cont. <a href="mailto:c-shrestha@dfid.gov.uk">c-shrestha@dfid.gov.uk</a>	Finance & Governance Adviser	<b>Rural Development/Transport Sector Wide programme (SWAp)</b> . Supported the Government of Nepal covering the budget, MTEF, governance and anti-corruption. Looked at the suitability of District level fund holding under pooled funding and sector budget support arrangements.
Nov-Dec 2008	Various	World Bank - Hugh Riddell <a href="mailto:Hriddell@worldbank.org">Hriddell@worldbank.org</a>	Strategic Adviser	<b>Afghanistan Reconstruction Trust Fund. Advised the World Bank</b> , as Trustees of the US\$600m per annum ARTF <b>on investment and management options</b> , including migrating from project to a programmatic approach.
May 2008	Jamaica	EU Alberto Mengheni, EUD <a href="mailto:alberto.mengheni@ec.europa.eu">alberto.mengheni@ec.europa.eu</a>	Evaluation Specialist	<b>Hurricane Dean. The EU provided a single tranche budget support payment to assist with reconstruction</b> . Evaluated the effectiveness of the Government of Jamaica’s recovery effort.
Feb-April 2008	UK – desk study	EU - Ivan Linhart <a href="mailto:ilinhart@linpico.com">ilinhart@linpico.com</a>	Economist and PFM specialist	<b>Undertook PFM and economic assessments</b> of three groups of Overseas Territories (St Helena, Pitcairn and Falkland Islands) to assess their suitability for budget support under the 10 <sup>th</sup> EDF.
Month 2008	Jamaica and Brussels	<b>European Commission</b> <a href="mailto:Efstathios.Dalamangas@ec.europa.eu">Efstathios.Dalamangas@ec.europa.eu</a>	Trainer	<b>Ran a transport sector workshop</b> for EC staff from the Caribbean region on sector approaches, and two SPSP/budget support training courses for transport in Brussels.
Month 2008	Belgium/UK	<b>EC Virginia Manzetti</b> <a href="mailto:Manzetti@ec.europa.eu">Manzetti@ec.europa.eu</a>	Sector support specialist	<b>Working with EC staff to develop internal guidance on linkages between support for civil society and sector programmes.</b>
Month 2008	Egypt/Lebanon UK Belgium	<b>European Commission</b> <a href="mailto:tanguy.de.biolley@ade.be">tanguy.de.biolley@ade.be</a>	Evaluation Specialist	<b>Evaluation of EC support to the MEDA region</b> , entailing desk and fieldwork phases. Evaluated the Association Agreement, support for trade, and health sector support. Assessed the effectiveness of budget support, twinning and technical assistance as aid instruments.
Month 2008 and 2009	Uganda	<b>European Commission</b> <a href="mailto:dorian.kivumbi@ec.europa.eu">dorian.kivumbi@ec.europa.eu</a>	Team leader	<b>Assessment of the case for sector budget support for transport</b> (roads) based on the seven assessments (Macro, PFM, sector policy, budget and MTEF, institutional assessment, donor coordination and performance indicators). March 2009 – undertook mission to prepare an update report.
Month 2008	UK	Direct contract DFID Gareth Aitken <a href="mailto:g-aitken@dfid.gov.uk">g-aitken@dfid.gov.uk</a>	Transport economist/ Reviewer	<b>South East Asia Community Access Programme (SEACAP) Phase II Scoping Study</b> . Undertook this assessment, reflecting DFID’s new research strategy and priorities.
Month 2007	UK	Directly contracted by DFID Gareth Aitken <a href="mailto:g-aitken@dfid.gov.uk">g-aitken@dfid.gov.uk</a>	Transport economist/ Reviewer	<b>Review of Global Transport Knowledge Partnership (gTKP)</b> . Undertook an independent review of this programme to improve access to technical information for transport sector practitioners in developing countries.
Aug-Sept 2007	Ethiopia	UNAIDS <a href="mailto:Seble.Getachew@undp.org">Seble.Getachew@undp.org</a>	Governance adviser	<b>Supported Ethiopia’s HIV/AIDS Prevention and Control Office</b> with the design of a Multi-donor pooled fund, intended to strengthen governance in the sector.
May-June 2007	UK	Direct contract to DFID Peter O’Neill	Evaluator	Assessed the performance of <b>the global Transport Knowledge Partnership (gTKP)</b> to determine its potential and appropriate management structure.
March-April 2007	Belize	<b>European Commission</b> K Mendez, Deputy NAO <a href="mailto:ksilvia_mendez@yahoo.com">ksilvia_mendez@yahoo.com</a>	<b>Team leader/</b> Macro-economist	<b>Undertook a macro-economic assessment of the economy of Belize</b> , to establish whether the eligibility criteria had been achieved for budget support (to be provided as part of an adjustment strategy for the sugar sector).
Feb, April, July, Oct 2007	Brussels	<b>European Commission</b> Virginia Manzetti <a href="mailto:Manzetti@ec.europa.eu">Manzetti@ec.europa.eu</a>	Trainer	<b>Sector Policy Support Programme/ Macro Budget Support</b> : Provision of four courses to EC officials covering the seven assessments used in the design and management of SPSP and macro budgetary programmes. In addition ran a transport-specific workshop.
January 2007	Turks & Caicos	UK FCO <a href="mailto:Damien.Reeves@fco.gov.uk">Damien.Reeves@fco.gov.uk</a>	Economist	<b>Assessed the macroeconomic and public finance performance</b> of these Caribbean islands for the UK’s Foreign & Commonwealth Office.

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Feb-April 2007	ACP Counties	<b>European Commission</b> TBA	Economist/ Institutional Specialist	Design of a capacity building programme to support the introduction of <b>Multilateral Environmental Agreements (MEAs) to Africa, Caribbean and Pacific (ACP) countries.</b>
Jan 2007	Desk	World Bank <a href="mailto:julian.gayfor@iod.co.uk">julian.gayfor@iod.co.uk</a>	Economist	<b>Published Paper Preparation of background paper for 3<sup>rd</sup> International Roundtable on Managing for Development Results</b> in Hanoi on Planning and Budgeting
Nov-Dec 2006	Laos, Vietnam Cambodia	DFID. Mr Gareth Aicken <a href="mailto:g-aicken@dfid.gov.uk">g-aicken@dfid.gov.uk</a>	Team leader/sustainable environment	<b>Review of SEACAP</b> , a South East Asian community access programme, looking for sustainable and environmentally sound technical solutions in areas of high rainfall.
Nov 2006	Thailand	<b>European Commission</b> Virginia Manzetti	Trainer	<b>Sector &amp; Macro Budget Support Training.</b> Ran a regional training course for EC staff which covered the EC's aid instruments and the assessment process for budget support.
Sept 2007 and Sept 2006	British Virgin Islands	FCO <a href="mailto:Damien.Reeves@fco.gov.uk">Damien.Reeves@fco.gov.uk</a>	Economist	<b>Economic Review Missions.</b> Undertook two annual assessments of the financial and economic performance of BVI, focusing on the financial services and tourism sectors.
June 2006	Nigeria	DFID Contracted HLSP	Evaluation Specialist	<b>Health Sector:</b> Evaluation of a Drugs Deferrals and Exemptions scheme intended to improve access for the poorest in Jigawa, a rural state in the north of the country.
April 2006	Turks and Caicos	FCO <a href="mailto:Damien.Reeves@fco.gov.uk">Damien.Reeves@fco.gov.uk</a>	Economist/public finance specialist	<b>Macro-economic and public finance review</b> to establish public borrowing ceilings and assess fiduciary risks associated with the economic management of the TCI islands (Caribbean)
2006	Ethiopia	<b>European Commission</b> Contracted ADE <a href="mailto:tanguy.de.biolley@ade.be">tanguy.de.biolley@ade.be</a>	Economist / Civil Society specialist	Contributed to an evaluation of past performance of the EU development programme, focusing on governance issues (in line with the latest guidance from Brussels). Worked on identifying <b>focal sectors for the EC to support under EDF 10</b> , given political uncertainties that led to the cessation of direct budgetary aid.
2006	UK	UK Government <a href="mailto:Damien.Reeves@fco.gov.uk">Damien.Reeves@fco.gov.uk</a>	Economist	Foreign and Commonwealth <b>Office Discretionary Programme Budget Review.</b> Contributed to an analysis of this £100m programme to identify potential performance improvements. This was part of the Government's Comprehensive Spending Review.
2005	Laos and Indonesia	<b>European Commission</b> Virginia Manzetti <a href="mailto:Manzetti@ec.europa.eu">Manzetti@ec.europa.eu</a>	Trainer	<b>General and Sector Budget Support Facilitation.</b> Provided workshop training for European Commission Delegations and Government officials in preparation for the provision of general budget support (including PEFA analysis) for Laos and education sector budget support for Indonesia.
2005	Ascension Island	FCO	Management consultant	<b>Strategic Review.</b> Undertook an economic assessment of whether this South Atlantic island is viable as a settled community within the context of strategic considerations. These impact on access, economic diversification, land ownership and right of abode.
2005	<b>Ethiopia</b>	<b>European Commission</b> <a href="mailto:tanguy.de.biolley@ade.be">tanguy.de.biolley@ade.be</a>	Team Leader / Programme design	<b>Team leader for the design of the first sector support programme for the Transport Sector.</b> Appraisal of a €150million on-budget sectoral program, taking into account the macro-economic issues, sector planning, medium-term financial frameworks, public finance management and accountability issues, donor coordination, performance monitoring systems and institutional development/capacity assessment.
2004	Bangladesh	ADB	Economist	<b>Appraisal of Urban Primary Health Care project</b>
2004	Malawi	DFID	Economist Specialist	<b>Health Project.</b> Output to purpose evaluation of DFID support for reproductive health and capacity building in preparation for the forthcoming Health Sector Wide Programme.
2004	Pakistan	AKHS	Economist/ financial specialist	<b>Aga Khan Health Service Strategic Development Plan.</b> Review of strategy options taking account of core objectives, market positioning in urban and rural areas and by service type; the move to budgetary support by donors and need to achieve long term sustainability.
2004	<b>Tanzania</b>	<b>REPOA</b> through Oxford Policy Management	Evaluator	Assessment of <b>social protection strategies</b> for Tanzania
2004	<b>Tanzania</b>	<b>European Commission</b>	Evaluation Specialist	Undertook an evaluation (for Linpico) of <b>Stabex support</b> to tea smallholders by the Tea Research Institute of Tanzania.
2004	Vietnam	<b>European Commission</b> Virginia Manzetti	Trainer: Introduction of Budget Support	Provision of in-country training to EC delegates from Laos, Cambodia, Philippines, Thailand and Vietnam, comparing macro-economic and public finance performance in the region, given the move towards direct budget support and sector-wide approaches.

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2003	Jamaica	European Commission Contracted IDC, M Cramer	Evaluation Specialist	Evaluation of progress in fulfilling pre-agreed targets for an EC funded direct budget support programme. Contributed to the preparation of a policy framework paper, that took account of the absence of an IMF endorsed economic reform programme.
2003	Malawi	DFID	Team leader/economist	<b>Programme Budget Support.</b> Identification of means to migrate external financing from a project basis, with separate accounting and donor procedures, into an "on budget" programme based on Government control and accounting systems. Prepared proposals to cover transitional arrangements.
2003	Guyana	European Commission Contracted IDC Paris M Cramer	Social sector specialist	<b>Design of a European Commission Budget Aid Programme:</b> assignment to design a Euro 23million budget aid programme. Contributed to the appraisal of macro-economic stability of Guyana, reviewed the accountability and effectiveness of the financial management processes, assessed the content and delivery of the PRSP and assessed the health sector reform programme.
2003 to date	Belgium	European Commission Virginia Manzetti	Trainer	<b>Budget Aid Training:</b> Provided training to European Commission officials from headquarters and Delegations in new budgetary aid processes, in order to improve the design and execution of support for ACP and MEDA countries. Have run twelve courses to date with others planned.
2002-2003	Afghanistan	European Commission/ DFID Dr Ashraf Ghani, (then) Minister of Finance, Government of Afghanistan	Budget and Programming Adviser	<b>Provided policy guidance to Ministers of the Transitional Islamic Government related to the development and delivery of reconstruction programmes.</b> Negotiating modalities for using resources of World Bank administered Afghanistan Reconstruction Trust Fund. Contributed to Afghanistan's Budget. Drafted Terms of Reference for projects to accelerate the reconstruction programme and to develop capacity within key ministries.
2002	UK	Strategic Rail Authority	Financing and institutional specialist	<b>Following the financial failure of Railtrack,</b> the rail infrastructure operator, provided advisory services to the SRA about options for the successor organisation. Examined issues concerning the governance of Companies Limited by Guarantee, tendering / procurement processes & National Audit best practice.
2001	Rwanda	DFID p.modi@crowagents.co.uk	Public Finance specialist	Institutional and financial systems assessment to establish how donors could provide budget support to NURC, which is playing a key role in bringing communities together in post-genocide Rwanda. In addition validated programme <b>aid/budget disbursement to the Government of Rwanda in support of teachers' salaries.</b>
2000	Kenya	DFID	Private sector development specialist	Improving the Enabling Environment for the Private Sector. Prepared a project concept note for this proposed umbrella project which incorporates deregulation, commercial justice and advocacy components. Responsible for evaluating the legal framework and for detailed project design including drafting the project memorandum.
1999	Tanzania	DFID	Public Finance Specialist	<b>Review of Financial Management Systems and Development of Joint Disbursement for the Health Sector.</b> Engaged on the design of a mechanism for disbursing funds through a sector wide approach (SWAp). The recommendations fed into the appraisal of the SWAp and were designed to satisfy GoT and donor concerns related to transparency.
1999	Uganda	DFID	Public Finance Specialist	Established whether the GoU had met conditions relating to the release of UK funds under the F/Y 1998/99 programme aid budget. Analysed financial disbursements to priority programme areas.
1997-1998	Uganda	World Bank	Public Finance Specialist	<b>Review of expenditure priorities</b> on behalf of the Government of Uganda, focusing on the police/prisons /judiciary sector. Assisted a cross-sector working group. Contributed to the 1998 Budget Framework paper.
1995	Zambia	World Bank	Economist	Equipment Management and Maintenance Project. Assignment to improve availability of plant for maintaining the road network. Four options were investigated: reorganisation, the introduction of private management contractors, privatisation or liquidation of the equipment assets held by the Roads Department.
1995	Pakistan	DFID	Economist	Pakistan: Sindh Primary Education Development Project. Appraisal mission to develop a project to enhance the provision of primary education in this province, which suffers from low enrolment and literacy rates.
1994 – 1995	Ghana	World Bank	Evaluation Specialist	Programme to Promote Investment and Sustained Development. Leader of an Anglo-Japanese team, on behalf of OECF. This "SAPS" project evaluated the privatisation programme in the context of sustainable private sector development. The findings contributed to World Bank, Government of Ghana and OECF negotiations concerning structural adjustment conditionality.
1994	Guyana	European Commission	Team leader / Evaluation specialist	Evaluated the impact of an EU funded General Import Programme (GIP), including application of counterpart funds to Health and Education Sectors. Preparation of Financing Proposal for Balance of Payments Support.

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1993	Nigeria	<b>European Commission</b>	Team Leader / Evaluation Specialist	Lomé IV Human Resource Development Programme. Study Leader of a multi-discipline team evaluating 15 proposed projects in training institutions across Nigeria.
1992 - 94	China	DFID	Deputy Project Manager	<b>Prepare economic appraisal manuals covering transport</b> , agriculture, social projects, information technology and evaluation.
1989	Tonga	European Commission	Team Leader	<b>Vava'u Regional Development Programme</b> . Prepared project dossiers for this multi sector EU aid package to this South Pacific island group. Sectors included agriculture (export crop promotion), fish marketing, tourism, infrastructure (roads, port facilities, energy), water resources, health, education & urban services.
1988 – 1989	Oman	Government of Oman	Team Leader / Economist	<b>Regional Development Plan</b> . Managed industrial, transportation, infrastructure and tourism aspects of this strategic study for the Southern Region. Projects valued at US\$600 million were identified for inclusion in the Fourth Five Year Development Plan.
1988	Sri Lanka	World Bank	Evaluation Specialist	Water Supply and Sanitation Rehabilitation Project. Evaluated project. Appraised rehabilitation options for canals/storm water drainage. Analysis of engineering options, land use planning & upgrading of shanty settlements. Reviewed management structures & prepared implementation proposals.
1987	Malawi	European Commission	Project Appraisal Expert / Lecturer	National Project Appraisal Course; Designed and ran the first in-country project appraisal course for public sector economists.
1987	Sri Lanka	Asian Dev Bank	Economist	<b>Second Technical Education Project</b> . Prepared forecasts and developed proposals for technical and vocational training.
1986	Thailand	DFID	Economist	Short Term Secondment to the South East Asia Development Division of UK's Overseas Development Agency. Prepared the financial and <b>economic sections of project appraisal documents</b> .
1986	Sri Lanka	DFID (ODA)	Evaluation Specialist / Economist	<b>Colombo Roads Rehabilitation Project</b> . Screened and appraised a number of investment options. Prepared financial management, and training components, & institutional development proposals.
1985	U.A.E.	World Bank	Evaluation Specialist	<b>Gulf Co-operation Council: Strategic Food Reserves Study</b> . Appraised the location & design of facilities for regional strategic food reserves.
1985	Government	Saudi Arabia	Team Leader / Transport Economist	Street Indexing System. Led a survey team in Abha, Khamis Mushait and Bisha and appraised priorities. Nationally funded.
1984	World Bank	Mexico	Economist	<b>Railway Development Strategy Study</b> , Commission De Conurbacion Del Centro Del Pias. Appraised investment options.

**15. Other relevant information:** Publications

CARTAC Independent External Evaluation, published by IMF, February 2010. See: [www.cartac.org](http://www.cartac.org)

Third International Roundtable on Managing for Development Results, Hanoi. Prepared a background paper on Planning and Budgeting. OECF/World Bank

See: <http://www.mfdr.org/RT3/theme.html>

Bishkek Conference: "Afghanistan's Economic Cooperation: Central Asia, Iran and Pakistan" by Mark Q Watson. Commissioned by UNDP