

MARK Q WATSON

Address : **Scotland, UK**

Telephone: : **44 (0)131 557 0786**
e-mail : **markqwatson@hotmail.com**

Year of Birth : 1957

Nationality : British

Profession : Economist/Institutional Development Specialist

Specialisation : Policy Dialogue and Operationalisation, Aid Instruments, Capacity Building, Performance Monitoring and Evaluation

Summary of Key Capabilities and Experience

- Programme Design, Appraisal, Management, Implementation, Review and Evaluation
 - Policy and Strategy Guidance
 - Programme Based Approaches, Aid Instruments, Harmonisation and Alignment; Paris Declaration
 - General and Sector Budget Support
 - Sector-wide approaches
 - Fiduciary Risk Assessment and Accountability
 - Social sectors – Health, Education, Social Safety Nets
 - Infrastructure & Urban sectors – Transportation, Land Use, Housing
 - Sustainable development – Multilateral Environmental Agreements, growth, commodities
 - Enabling Environment for the Private Sector - Enterprise Development & Financing
 - Institutional Development, Training Analysis & Capacity Building
 - Macro, Sectoral Growth and Regional Economics
 - Participative Planning and Social Impact Assessment
 - Trainer/Facilitator – Short Courses and Seminars (aid instruments, public finance management, fiduciary risk assessment, sectoral programming)
-

Education: BA (Honours) Economics, University of York, 1978
MA Transport Economics, Leeds University, 1982

Countries of Work Experience:

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

Employment and Experience :

2002 to present	Independent Consultant
2001-2002	Associate Director, Jacobs Consultancy, London, UK
1995 - 2000	Crown Agents, Senior Resident Representative, Kenya;
1991 - 1995	Deputy Head, Economics Consultancy Service, Crown Agents.
1982 - 1991	Senior Economist, W S Atkins Planning and Management Consultants

Specific Assignments

2011	Anguilla & Montserrat: Design of General Budget Support Indicators. Team leader. Assignment is to design and finalise budget support programmes with appropriate outcome-focused variable tranche indicators. EU funded.
2011	Zimbabwe: Impact Assessment of the Zimbabwe Health Worker Retention Scheme. Economist assessing performance of this emergency scheme introduced following the collapse of the Zimbabwe \$ and closure of health facilities. Analysed future scenarios/options, and their affordability. DFID funded.
2011	Tanzania: Transport Policy Support Programme. Undertook a mid-term review and prepared recommendations to enhance performance. DFID funded.
2011	Geneva, Switzerland: External Evaluation of Global Health Workforce Alliance. Responsible to assessing systems, sustainability and value-for money of this initiative, which is hosted by the World Health Organisation.
2011	Tanzania: Mid-Term Assessment of the Transport Sector Policy Support Programme. Evaluation of progress of the sector budget support programme taking particular account of governance and PFM issues. For the EU.
2011	Afghanistan: Preparation of Business Case for a proposed Trust Fund. On DFID's behalf prepared the case for investing in a proposed Afghanistan Infrastructure Trust Fund (AITF) to be managed by the ADB. Key issues include negotiation of governance arrangements, and ensuring that arrangements provided value-for-money and funding traceability.
2010/11 (ongoing P/T)	Jamaica Country Evaluation: Team leader of an on-going evaluation into EU support. Key sectors: security and justice, rural development & transport. Specific technical lead for funding instruments, macro-economic stability and PFM.
2010	Tunisia & Malawi: Evaluation of AfDB's Progress towards its Paris Declaration Commitments. This evaluation feeds into the global evaluation. Contributions based on headquarters and an assessment of the ADB's performance in Malawi. Prepared case studies covering Trust Fund management, procurement, and policy based operations (budget support). AfDB funded.
2010	Laos: Evaluation of SIDA Support. Undertook an evaluation of development assistance provided in transport/rural accessibility, following the Swedish Government's decision to withdraw from Laos. Took responsibility for lessons learned with respect to fiduciary risk, efficiency and impact. SIDA funded.

- 2010 **UK: Institutional Development for Permanent Secretaries Programme Public Finance Management Course:** Director of Studies for these two courses that attracted participants from a range of countries. For RIPA.
- 2010 **Anguilla: Public Expenditure Review.** Conducted an assessment of Anguilla's Government expenditure in order to identify areas where savings could be identified. This has been undertaken at a time of intensive budget pressure. Funded by the FCO; on behalf of the Government of Anguilla.
- 2010 **Belgium, Montserrat, Falkland Islands: Evaluation of Overseas Countries and Territories (OCT).** Economist/ aid modalities specialist, contributing to this evaluation of EU support to 20 overseas territories of the UK, France, Netherlands and Denmark.
- 2009/10 **South Africa: Capacity Building for Budget Support Programmes.** Team leader of a programme to support the Education Sector, Partnerships for Primary Health Care & HIV/AIDS, Legislative Sector Policy Support; Access to Justice and Promotion of Constitutional Rights; Employment Creation and Urban Renewal. These programmes have a combined value of €582million. For the EC.
- 2010 **Mozambique: Regional Workshop.** Facilitated this for Heads of Infrastructure from EU Delegations in East and Southern Africa.
- 2010 **Uganda: Transport Sector Budget Support.** Conducted an assessment of whether the sector was ready for budget support, on behalf of the EC. Second 2010 visit to assess alternatives.
- 2009 **St Helena Fiduciary Risk Assessment.** Undertook a comprehensive FRA of this South Atlantic Overseas Territory. Reviewed financial accountability mechanisms, accounting systems, procurement processes, policy implementation, public sector modernisation, funding predictability and value-for-money. For DFID.
- 2009 **Barbados, Grenada and Jamaica: Independent Evaluation of IMF CARTAC.** Economist/Governance Specialist responsible for assessing the performance of the Caribbean Regional Technical Assistance Center. Functional areas were PFM, revenue administration, financial supervision, capital markets, and macroeconomic analysis & statistics. Report published by the IMF.
- 2009 **Tunisia: Quality-at-Entry of African Development Bank Loan Portfolio.** Specialist Reviewer of the AfDB's portfolio, comparing the 2005 and 2008 performance. Reviewed Program Based Operations (budget support), social & infrastructure investment loans.
- 2009 **Nepal; Rural Transport Infrastructure Sector Wide Approach.** Preparation of folders covering budget & MTEF, governance, accountability and anti-corruption in preparation for a potential a multi-donor Government-led SWAp.
- 2008 - 2010 **Uganda: Transport Sector Policy Support programme.** Team Leader. Prepared update reports, focusing on governance, institutional reforms and PFM. For the EC.
- 2003 - 2009 **Belgium: Sector and General Budget Support Training.** Delivered training courses to European Commission officials from headquarters and Delegations in budgetary aid processes, in order to improve the design and execution of

programmes. The focus includes macro-economics, public finance management and policy coherence with emphasis on improving outcomes.

- 2008 **Afghanistan Reconstruction Trust Fund:** Provision of strategic advice to a working group on the future evolution of this World Bank administered Fund which is currently channelling some US\$600m per annum into Afghanistan from 12 donors. DFID/World Bank
- 2007 & 2008 **UK: Institutional Development for Permanent Secretaries.** Director of Studies for two high level programmes which attracted senior participants from Africa, Asia and the Caribbean. For RIPA.
- 2008 **Egypt: Health Sector Programme Preparation.** Contributed to the preparation of an EC sector budget support programme preparation, focusing on policy and public finance management dimensions.
- 2008 **Jamaica: Hurricane Dean Budget Support.** Evaluation of budget support to help finance infrastructure repair, social protection measures to householders and agriculture rehabilitation. Drew broader lessons concerning the suitability of this mechanism for emergency relief. For the EC.
- 2008 **South East Asia Community Access Programme (SEACAP) Phase II Scoping Study.** Undertook this assessment, reflecting DFID's new research strategy and priorities. For DFID
- 2008 **Public Finance, Procurement and Economic Development Assessments for St Helena, Ascension Island, Tristan da Culna, Falkland Islands and Pitcairn,** using a PEFA-based methodology. This assessment will be used by the EC to establish the appropriateness of budget support.
- 2008 **Lebanon and Egypt: MEDA II Regional Evaluation.** Sector specialist in the evaluation of EC support to the southern Mediterranean Countries. Assessed the effectiveness of health interventions and trade measures. Addressed the effectiveness of aid instruments (budget support, twinning, technical assistance).
- 2008 **Jamaica: Regional Transport Workshop.** Facilitated a workshop concerning sector approaches in transport.
- 2008 **UK/Belgium: Guidance on Support to Civil Society.** Prepared a guidance note for EC staff on incorporating civil society support in sector programmes. This is being undertaken in order to strengthen programme coherence.
- 2008 **Uganda: Design of Sector Budget Support for Transport.** Team leader. Led the assessment of this €50m programme, undertaking seven assessments (macro-economics, public finance management, sector policies, budget and MTEF, donor coordination, performance monitoring & institutional capacity). For the EC
- 2007 **British Virgin Islands: Economic Review.** Undertaken with an FCO economist, on behalf of the UK Foreign & Commonwealth Office.
- 2007 **Ethiopia: Design of HIV/AIDS Pooled Fund.** Supported the HIV/AIDS Prevention and Control Office (HAPCO) to prepare a programme to strengthen governance and strategic oversight through a pooled fund mechanism supported by UNAIDS, DFID, Irish Aid and Italian Cooperation.

- 2007 **UK: Review of Global Transport Knowledge Partnership (gTKP).** Undertook an independent review of this programme to improve access to technical information for transport sector practitioners in developing countries. Included a value for money assessment. On behalf of DFID.
- 2007 **Belize: Macroeconomic Assessment.** Team Leader. Undertook a macro-economic assessment for the EC to establish whether Belize meets eligibility criteria for budget support with respect to macro-economic management.
- 2007 **Turks and Caicos Islands: Economic Update Review for the Foreign and Commonwealth Office** assessed the state of the economy and key public finance management and related governance issues in order to inform the ongoing policy dialogue between the UK Government and this Overseas Territory.
- 2007 **Africa Union (Addis Ababa) and Belgium: Multilateral Environmental Agreements.** Economist/ institutional specialist for programme design to establish support units to assist with implementation of MEAs in African–Caribbean–Pacific (ACP) countries. EC financed.
- 2007 **Annual Report on the Results and Impact of IFAD Operations.** Synthesis of country-level and programme evaluations in order to draw out key findings with implications for the structuring of IFAD’s development assistance.
- 2007 **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>
- 2006 **Cambodia, Laos and Vietnam: Review of South East Asia Community Access Programme (SEACAP).** Undertook a mid-term review of this applied research programme. The review focused on institutional, knowledge sharing, technical validation and programme management issues.
- 2006 **Falkland Islands: Economic Review:** This focused on assessing the prudent level of financial reserves and scope for local investment vis a vis offshore investment of these reserves in the light of uncertainty regarding future fisheries revenues. For Falkland Islands Government/UK Foreign & Commonwealth Office.
- 2006 **UK: Development of a Bilateral Programme Funding Allocation Model** for the Foreign and Commonwealth Office. This supported the process of ensuring that Embassies & other posts are allocated funds which reflect needs and capabilities.
- 2006 **Thailand: Sector & Macro Budget Support Training.** Ran a regional training course for EC staff which covered the EC’s aid instruments and assessment process for budget support.
- 2006 & 2007 **British Virgin Islands, Caribbean: Economic Review Missions.** Undertook assessments of the financial and economic performance of BVI for the UK Foreign and Commonwealth Office, focusing on the financial services and tourism sectors.
- 2006 **Nigeria Health Sector: Review 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. DFID financed.
- 2006 **Ethiopia: Preparation of EC Country Strategy.** Governance /civil society adviser. Contributed to a diagnostic of performance, focusing on governance issues.

Worked on identification of focal sectors for the European Commission to support under 10th EDF, against a backdrop of political uncertainty.

- 2006 **Zambia and Ghana: Regional Transport Sector Workshops.** Engaged on the design and subsequently facilitated these workshops for EC sector staff from Eastern, Southern and West Africa.
- 2006 **UK: Foreign and Commonwealth Office Discretionary Programme Budget Review.** Contributed to an analysis of this £100m programme to identify potential performance improvements related to strategic planning, resource allocation, contracting, financial mechanisms, coordination, data handling & risk management. This was part of the Government's Comprehensive Spending Review.
- 2006 **Turks and Caicos Islands, Caribbean: Economic Review Mission.** Assessed the economic & public finance performance of this fast growing economy. Key issues related to risk management and Government borrowing requirements. With/for the UK FCO.
- 2006 **Kenya: Preparation for a Health Sector-Wide Programme.** Supported a working group involved in developing proposals to improve procurement processes in the sector. DFID/SIDA financed.
- 2005 **Laos and Indonesia: General and Sector Budget Support Facilitation.** Provided workshop training for European Commission Delegations and Government officials in preparation for the provision of general budget support for Laos and education sector budget support for Indonesia.
- 2005 **UK: Project and Programme Management - Course Director.** Managed this course, with public and private sector participants, on behalf of RIPA International.
- 2005 **Strategy Review for the GAVI Board.** Economist/financing specialist. Conducted a review of the lessons learned from Global Alliance for Vaccines and Immunization's (GAVI) "Investment Case" approach to preparing financing proposals for immunization programmes, in order to improve the allocation and management of resources by GAVI. Prepared recommendations for improvements.
- 2005 **Bangladesh: UN Inter-Agency Health Cooperation.** Economist/Financing Specialist. Facilitated adoption of an integrated approach by the WHO, UNICEF and UNFPA to address maternal health. The Agencies will collaborate to improve coherence and introduce a rights-based, demand-led approach.
- 2005 **Kenya: KPMG Management Consultancy Workshop.** Facilitated a workshop for KPMG partners and senior managers. This focused on development aid instruments and implementation modalities.
- 2005 **Ascension Island: Strategic Review.** Undertook an economic assessment of whether this South Atlantic island was viable as a settled community within the context of strategic considerations. These included access, potential for economic diversification, land ownership and right of abode. For the UK FCO.
- 2005 **Nepal: Safe Motherhood Programme.** Contributed to financing and programming issues including the migration from technical cooperation to financial aid modalities (using Government systems) and sequencing the roll-out of service provision to districts taking account of equity and efficiency considerations. DFID financed.

- 2005 **Uganda: Review of Support to Health Planning Unit, Ministry of Health.** Assessed the impact of capacity building support to the MoH in the context of its budget preparation process, the ongoing Sector Wide Approach and implications of off-budget funding of key areas of expenditure.
- 2005 **Philippines: Regional Workshop in Asia: “Supporting Health through Sector Approaches”.** Facilitated this workshop for European Commission staff, with a focus on financial management; aid instruments in non-aid dependent countries and managing budget support in a decentralized environment.
- 2005 **USA/World Bank: Evaluation of Learning Programme.** Review of a Transport and Rural Infrastructure Services Learning and Sharing (TRISP) Programme financed through a DFID Trust Fund and executed by the World Bank.
- 2005 **Ethiopia: Preparation of a Transport Sector Support Programme.** Team leader /public finance specialist. Preparation of a €150million budget support programme, taking account of macro-economic issues, sector planning, medium term financial frameworks, PFM & accountability issues, donor coordination, performance monitoring systems and institutional capacity. EC financed.
- 2004 **Bangladesh: Second Urban Primary Health Project.** Contributed to an ADB led Loan Appraisal Mission to assess the case for co-financing by DFID. This project contracts NGOs through Partnership Agreements to provide health care services. Contributed to strengthening the poverty-focus; institutional & operational issues (eg user charges and exemptions, voucher & user card entitlement systems, sustainability and budget mainstreaming).
- 2004 **Tanzania: Social Safety Nets.** Worked with REPOA, a national research institute, to analyse the targeting and funding of programmes providing a safety net for the poorest. The results of this work fed into the PRS review, with implications for Government budgeting and expenditure management. Concept scoping of an instrument for a “Social Safety Net Pooled Funding”.
- 2004 **Tanzania: Tea Evaluation.** Undertook an evaluation of STABEX support to tea smallholders by the Tea Research Institute of Tanzania (TRIT). This organization provides an interesting public-private model in terms of governance, financing and outcome-related performance. EC Financed.
- 2004 **Malawi: Health Review.** Economist/financial specialist on an output-to-purpose review of DFID support for reproductive health and capacity building in preparation for the forthcoming Health Sector Wide Programme.
- 2004 **Pakistan: Aga Khan Health Service Strategic Development Plan.** Health economist on a 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. Funded by AKHS.
- 2004 **Bishkek Conference: “Afghanistan’s Economic Cooperation: Central Asia, Iran and Pakistan”.** Lead author of an oversight paper to strengthen regional collaboration in key areas of security, narcotics control, trade collaboration, economic growth and poverty reduction. Commissioned by UNDP.
- 2003/04 **Jamaica: Medium Term Socio-Economic Policy Framework.** Socio-economist. Reviewed progress in fulfilling pre-agreed indicators and targets for EC funded budget support. Contributed to a medium term socio-economic policy framework

paper, to bridge the gap caused by the absence of an IMF endorsed economic reform programme and a poverty reduction strategy paper. Assessed health, education & public finance indicators and targets.

- 2004 **Vietnam: 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 in the region.
- 2004 **Tanzania and Kenya: Budget Aid Training.** Delivered in-country training programmes for staff from the European Delegation and Ministry of Finance.
- 2003 **Nigeria: Health Sector Review.** Economist on an inception review of a large partnership based health development programme (PATHS). Assessed focus and potential in the light of changing donor priorities, implementation options, value-for-money and appropriate aid instruments to address the need to leverage finance and create sustainable solutions. DFID financed.
- 2003 **Malawi Police Service: Programme Budget Support.** Team leader / economist. Identification of migration of external financing from a project basis into “on budget” support based on Government control and accounting systems. DFID financed.
- 2003 **Guyana: Design of a European Commission Budget Aid Programme.** Health specialist for design of a Euro 23m budget aid programme. Contributed to the appraisal of macro-economic stability of Guyana, reviewed the accountability and effectiveness of the financial management processes and assessed the content and delivery of the PRSP & health sector reform programme. Drafted the financing proposal including the form of support, structuring of tranches & safeguards.
- 2002/03 **Afghanistan: Budget and Programming Adviser to Afghan Assistance Coordination Authority.** Provided policy guidance to Ministers related to the development & delivery of reconstruction programmes. Contributed to negotiations concerning the World Bank administered Afghanistan Reconstruction Trust Fund. Contributed to preparation of national budget. Developed concepts and institutional arrangements and prepared ToR for reconstruction and capacity building projects. Donor (EC, then DFID) financed.
- 2002 **Uganda Public Sector Reform Programme: Support to the Central Tender Board.** Assessed specific priorities and needs of the health sector in the context of changing procurement processes. Prepared an action plan to assist the process reflecting decentralisation objectives and mentoring, compliance and governance issues. Government of Uganda funded with counterpart support.
- 2002 **Malawi: Design of a Marketing and Pricing Strategy for Banja la Mtsogolo,** the largest family planning and reproductive health provider in Malawi, with the specific objective of reaching the poorest sections of the community, whilst seeking to reduce dependence on donor contributions to operating costs.
- 2002 **UK: Strategic Rail Authority: Restructuring of Railtrack** Following the financial failure of this rail infrastructure operator, provided advisory services about options for the successor organisation. This covered: governance of Companies Limited by Guarantee, tendering / procurement processes & National Audit Office best practice.
- 2001/02 **India: Community-Led Infrastructure Financing Facility.** On behalf of an NGO, contributed to the design of a facility, to be operated under the umbrella of Cities

Alliance, to provide bridging finance and leverage existing sources of funding for infrastructure, housing and slum/shanty upgrading.

- 2001 **Rwanda: National Unity and Reconciliation Commission.** Undertook, on behalf of SIDA, an institutional and financial systems assessment to enable donors to provide budget support to NURC, which is playing a key role in bringing communities together in post-genocide Rwanda. In addition validated DFID's programme aid disbursement to the Government of Rwanda for teachers' salaries.
- 2001 **Ghana: Subvented Agencies Reform Programme.** Acting adviser to the National Institutional Renewal Programme Secretariat to facilitate commercialisation of publicly funded institutions. Tasks included design of a model performance contract and supporting application of social development techniques to mitigate impacts on employees and other stakeholders. DFID/World Bank funding.
- 2001 **Malawi: Banja La Mtsogolo.** Team leader/economist. DFID design mission for a £10m programme to support this NGO which provides reproductive healthcare. Supported BLM's response to the HIV/AIDS epidemic, through improving services for youths, voluntary counselling and confidential HIV testing. Addressed long-term viability, approach to user charges and provision of out-sourced services.
- 2001 **Kenya: Drugs Funding Study.** Health economist. Investigated the resource envelope for essential drugs by examining Government and donor funding trends in the context of health sector priorities.
- 1995-2000 **Kenya: Ministry of Health.** Programme manager responsible for the out-sourced procurement contract for Kenya's public sector pharmaceutical requirements. This totalled more than US\$ 40m of commodities, mainly in kits and increasingly from local suppliers whose capacity and systems were improved. Addressed financial, quality assurance & supply chain issues. As well as Government of Kenya funding, the Dutch Government, DFID and DANIDA contributed.
- 2000 **Kenya: Improving the Enabling Environment for the Private Sector.** Engaged on the design and of this umbrella project incorporating deregulation, commercial justice and advocacy components. Organised a stakeholder workshop and drafted the project memorandum. DFID funded.
- 1999 **Uganda: DFID Support to Improve the Legal and Regulatory Environment for Business.** Reworked the project memorandum in order to tighten its focus. Prepared the economic case.
- 1999 **Ghana: Small & Medium Sized Enterprise Promotion.** Investigated whether and how the Overseas Cooperation Fund of Japan should lend funds for SME development. Analysed financing needs, loan terms, the apportioning of risk and default rates on credit packages. Identified potential financial intermediaries through which the client could on-lend.
- 1999 **Tanzania: Review of Financial Management Systems and Development of Joint Disbursement for the Health Sector.** 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 and local government reform.

- 1999 **Uganda: Programme Aid Validation.** Contracted by DFID to establish whether the GoU had met conditions relating to the release of UK programme aid budget funds. This entailed analysing financial disbursements to priority areas.
- 1998-2000 **Kenya: Family Health Programme.** Manager for the procurement sub-project to supply EC funded contraceptives to the public sector.
- 1997/98 **Uganda: Public Expenditure Review.** Consultant on a World Bank review of expenditure priorities, focusing on the police/prisons/judiciary sector. Assisted a cross-sector working group and contributed to the Budget Framework paper.
- 1997/98 **Kenya: Emergency Malaria Project.** Supported the Ministry of Health to respond to a malaria epidemic through the strengthening of diagnostic capability, improving logistics and a community awareness campaign. DFID funded.
- 1997 **Tanzania: Civil Service Reform Programme: Housing Study.** Engaged on a DFID funded assignment to develop options to reform the provision of public sector housing to civil servants.
- 1996 **Kenya: Strengthening Primary Education Project.** Economist on an ODA pre-appraisal mission tasked with designing a project with a £18m budget to enhance the delivery of primary education.
- 1996 **Uganda: Criminal Justice Review.** Economist/ Financial analyst. Reviewed effectiveness of the system against operational, institutional and financial criteria. Cross-cutting issues included implementation of the New Constitution and reduction of the remand population (about 70% of all prisoners). ODA funded.
- 1995 **Zambia: Equipment Management and Maintenance.** Economist/ institutional specialist on assignment to improve availability of plant for maintaining the road network. World Bank funded.
- 1995 **Pakistan: Sindh Primary Education Development Project.** Economist on ODA appraisal mission to develop a project to enhance the provision of primary education in this province, which suffers from low enrolment and literacy rates.
- 1994/95 **Ghana (and Japan): Programme to Promote Investment and Sustained Development.** Leader of an Anglo-Japanese team, on behalf of OECF. This "SAPS" project reviewed 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: Preparation of Financing Proposal for Balance of Payments Support.** Evaluated an EU funded General Import Programme (GIP), including application of counterpart funds to health & education.
- 1994 **Singapore: Training Programme Preparation** for 16 high level Vietnamese officials covering the development strategies of ASEAN countries.
- 1993 **Nigeria: Human Resource Development Programme.** Study Leader of a multi-discipline team reviewing 15 proposed projects in training institutions. These were screened and selected projects modified to seek sustainability, accountability and cost effective management. EU funded.

- 1992-1994 **Vietnam: Economic Management Training Project.** Project manager for the first ODA assistance to the Vietnamese 'Doi Moi' or economic reform programme, through retraining economists in market rather than command economics. The project emphasised management of the economic liberalisation process.
- 1993 **Fiji: Labour Market Study.** Investigated labour market trends and prepared recommendations on the development of technical and vocational training..
- 1991/92 **Sri Lanka: Tree Crops Restructuring: Development of Management Contracts for the Plantations Sector.** Team Leader. Identified conditions for inclusion in model management contracts, developed bidding documents and established evaluation criteria. This facilitated private sector management of 22 companies operating state owned teas & rubber plantations employing 400,000 people.
- 1992 **Ghana: Assistance to Divestiture Implementation Committee.** Undertook inception mission to identify state owned businesses that could be divested through stock market flotation, management buy-outs, receivership and liquidations.
- 1992-1994 **China: Investment Project Appraisal Assistance.** Deputy Project Manager of this ODA funded project to prepare economic appraisal manuals covering transport, agriculture, social projects, information technology and evaluation.
- 1992 **Radio Telecommunications Appraisal for Kenya Wildlife Service.** As project economist assessed requirements, technical solutions, maintenance and sustainability of a communications network. ODA funded.
- 1992 **Nigeria: National Planning Commission: Institutional Review and Training Needs Analysis.** Reviewed this newly formed Commission and prepared a capacity building programme. ODA funded.
- 1991 **UAE/Gulf Co-operation Council: Tariff Harmonisation Study.** Sector economist. Assessed impact of proposals to harmonise external tariffs across the GCC on the United Arab Emirates economy. UAE Government funded.
- 1991 & 1993 **Pakistan; Desk Studies:**
i) **Metropolitan Resource Generation Study.** Assessed industrial, commercial & residential property taxes in Sindh. ADB funded.
ii) **Hub Power Project.** Reviewed financing issues for UK government.
- 1989/90 **UAE: Comprehensive Development Plan of Abu Dhabi.** Economist for US\$3m assignment. Prepared projections of demand for housing, industrial land, infrastructure, utilities and training. Financed by Government of Abu Dhabi.
- 1989 **UK: York City Housing Department.** Economist on management review to enhance the physical and financial control systems for this Authority, which had a public housing stock of some 7,000 properties.
- 1989 **Tonga: Vava'u Regional Development Programme.** 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, physical infrastructure (roads, port facilities, energy), water resources, health, education & urban services.
- 1988/89 **Oman: Regional Development Plan. Economics Team Leader.** 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, targeting job creation and economic diversification. Government financed.

- 1988 **Sri Lanka: Water Supply and Sanitation Rehabilitation Project.** Appraised rehabilitation options, taking account of land use planning & upgrading of shanty settlements. Prepared implementation proposals. World Bank funded.
- 1987 **Malawi: National Project Appraisal Course; Trainer.** Designed and ran the first in-country project appraisal course for public sector economists. EC funded.
- 1987 **Sri Lanka: Second Technical Education Project.** Economist /Manpower Planner. Prepared forecasts and developed proposals for technical and vocational training. Asian Development Bank funded.
- 1986 **UK: Thamesmead Housing Management Trust.** Team member on an assignment to establish the preferred management option for this huge estate.
- 1986 **Thailand: Short Term Secondment to the South East Asia Development Division of UK's Overseas Development Agency.** Prepared the financial and economic sections of project appraisal documents.
- 1986 **Sri Lanka: Colombo Roads Rehabilitation Project.** Screened and appraised a number of investment options. Analysed the financial management and training components and prepared institutional development proposals. ODA funded.
- 1985 **Gulf Co-operation Council: Strategic Food Reserves Study.** Appraised design and management options. World Bank managed with GCC funding.
- 1985 **Saudi Arabia: Street Indexing System.** Led a survey team in Abha, Khamis Mushait and Bisha and appraised priorities. Nationally funded.
- 1984 **Mexico: Railway Development Strategy Study, Commission De Conurbacion Del Centro Del Pias.** Appraised investment options. World Bank funded.
- 1984 **Channel Tunnel Group: Proposals to UK/French Governments.** Reviewed non-tariff revenue projections.
- 1983 **UK: Site Development, Market Analyst.** Prepared valuations and assessed profitability of development options for private sector clients.
- 1983 **UK: Second Severn Crossing Study, Development of Transport.** Financial appraisal of options for this build, operate and transfer (BOT) project.
- 1981 - 1982 **University of Leeds: Masters Degree**
- 1979-1981 **Property Manager for Donaldson & Sons, Chartered Surveyors.** Financial and asset management of commercial real estate. Procurement of goods & services.
- 1979 **North Sea Oil Rig Roustabout** for ODECO. Fork-lift operator on semi-submersible rig in the Fulmar field.
- 1978-79 **Cyrenian Trust: Full-time residential volunteer** working with homeless youths in Edinburgh.

Publications

CARTAC Independent External Evaluation, published by IMF, February 2010. See: <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.mfdp.org/RT3/theme.html>

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