

MARK Q WATSON

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Year of Birth : 1957

Nationality : British

Profession : Economist/Institutional Development Specialist

Specialisation : Policy Dialogue, 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
 - General and Sector Budget Support
 - Fiduciary Risk Assessment and Accountability
 - Value for Money Assessments (VfM)
 - Social sectors – Health, Education, Social Protection/ Safety Nets
 - Infrastructure & Urban sectors – Transportation, Land Use, Housing
 - Sustainable development – Multilateral Environmental Agreements and climate change
 - Private Sector Growth and Enabling Environment
 - Institutional Development & Capacity Building
 - Macro, Sectoral Growth and Regional Economics
 - Trust Fund design and management
 - Participative Planning and Social Impact Assessment
 - Trainer/Facilitator – Short Courses and Seminars (Results Based Management, Value for Money, aid instruments, public finance management, fiduciary risk assessment, sectoral programming)
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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, Bhutan, British Virgin Islands, Botswana, Cambodia, Egypt, Ethiopia, Falkland Islands, Fiji, Ghana, Grenada, Guyana, India, Indonesia, Jamaica, Japan, Kenya, Kosovo, Laos, Lebanon, Lesotho, Malawi, Mongolia, Montserrat, Mozambique, Myanmar, Nepal, New Zealand (re Pitcairn), Nigeria, Oman, Pakistan, Philippines, Rwanda, St Helena, Saudi Arabia, Singapore, Sri Lanka, South Africa, South Sudan, Swaziland, Tajikistan, Tanzania, Thailand, Timor-Leste, Tonga, Tunisia, Turks & Caicos Islands, Uganda, UK, USA, UAE, Vietnam, Zambia, Zimbabwe

Employment and Experience:

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|-----------------|---|
| 2002 to present | Freelance 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

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| 2017 - 2018 | UK, Uganda and Kenya: Performance Review of DFID's Infrastructure Portfolio: Team Leader on behalf of the Independent Commission on Aid Impact (ICAI) . Focus is on transport and urban infrastructure covering expenditure of around £1.7 billion. Ongoing, part-time. |
| 2018 | South Africa: Review of African Development Bank Country Strategy and Program Completion Report covering 2013-2017. UK-based validation of results, Bank's performance and alignment with corporate strategy. AfDB funded. |
| 2017 - 2018 | Belgium: Quality control /proofreading of the European Commission's 2017 Budget Support Guidelines and conducted three courses for Commission staff on this aid instrument including on policy dialogue. EU funded. |
| 2017 - 2018 | Swaziland: Road Sector Reforms. Sector economist and acting Team Leader on AfDB funded assignment to establish an accountable Road Agency, Road Fund and to commercialize the public works units. |
| 2017 | Vietnam: Scaling Up of Ethical BioTrade Initiatives within phyto-pharmaceutical sector. Review of project to improve production practices, marketing through new media, strengthening value-chains and develop an enabling policy and regulatory framework for medicines derived from plants. EU funded. |
| 2017 | UK: Preparation of paper on governance of transport sector in Africa for the Africa Union Commission. Utilised political economy analysis (PEA) to address institutional responsibilities, capacity issues and knowledge sharing. EU funded. |
| 2017 | UK: Results Based Monitoring. Lead trainer, on behalf of Crown Agents, for group of senior Government of Bangladesh staff visiting London. |
| 2017 | Bhutan: Green Public Procurement: Review of this project designed to promote sustainable and low impact procurement consistent with Bhutan's development priorities. EU funded. |
| 2016 & 2017 | St Helena, Ascension Island and Tristan da Culna: Team Leader. Preparation of EU 11 th EDF Programme: Development of proposals for sub-sea cable to provide high speed internet access to St Helena. Prepared draft financing documents in Brussels. |

- 2016 **Laos: Global Mine Action Programme.** Value for Money specialist on M & E assignment for this multi-country programme. Assessed support provided to Lao PDR. Contributed to evaluation design and formative evaluation. DFID funded.
- 2016 **Falkland Islands: Preparation of EU 11th EDF Programme.** Sector specialist. Worked on the formulation of proposals for EU budget support funding in support of the Access and Connectivity sector. EU funded.
- 2016 **Mongolia: Economic Governance for Equitable Growth Project (EG4EG).** Review of programme implemented by GIZ. Components covered development planning, sovereign wealth management and use to mining revenues, PFM reform and social protection (pensions & support for people with disabilities). EU funded.
- 2016 **South Sudan: Strengthening Economic Governance Programme.** Governance specialist/ economist & team leader for review of two IMF & World Bank managed Trust Funds, providing support to the Central Bank, Ministry of Finance & National Bureau of Statistics. For DFID.
- 2015 **Sri Lanka & Belgium: End of Project Results Reporting (EPRR).** Identification and reporting of quantifiable results of recently completed EU-funded projects, including various post-conflict programmes implemented by UN bodies. EU funded
- 2015 to 2017 **New Zealand (re Pitcairn):** Programming of tourism sector budget support under the 11th EDF for this isolated Pacific Overseas Territory, including preparation of the Risk Management Framework², detailed design and preparation of draft financing documents. EU funded.
- 2015 **Myanmar: Southeast Infrastructure Rehabilitation Project (SIRP).** Monitoring of this project which supports peace-building in remote and conflict-affected areas using community-level planning of schools, health centres and water supplies. It uses contractor & community based implementation. EU funded.
- 2015 **Ghana: Western Region Coastal Foundation.** Preparation of Value-for-Money frameworks for this corporate social responsibility (CSR) focused Foundation concerning community dialogue and economic value chain strengthening for the oil, gas and power sectors. DFID funded.
- 2015 **Tajikistan, Belgium: Results Orientated Monitoring (ROM) for Asia.** Senior expert. Inputs include piloting results reporting for projects/programmes which have recently been completed by the EU.
- 2014 & 2015 **Timor-Leste Rural Roads Master-plan & Investment Strategy.** Public finance management specialist on this multi-disciplinary assignment. DFAT (Australian) funding; managed by ILO.
- 2014 & 2015 **Botswana: Public Service College.** Director of Studies for two training courses on Results Based Management for senior officials, Government of Botswana financed.
- 2014 **Central Europe: North-South Corridor.** Financing specialist. Development of proposals for strengthened energy and transportation links along this strategically significant corridor. Report published by the Atlantic Council.
- 2014 **UK: Strategic Review of “Humanitarian & Emergency Operations Support Service”.** Performance assessment of this multi-faceted contract which provides

services to DFID and the inter-departmental Stabilisation Unit. Identified options moving forward. DFID funded.

- 2011 to 2013 **UK: Results Based Management.** Director of Studies for this two-week international training programme on behalf of RIPA which ran annually.
- 2014 & 2015 **Lesotho: Strategic Evaluation of EU Country level support.** Senior analyst. Focus included governance, decentralization & support to CSOs.
- 2014 & 2014 **Evaluation of EU Support to the Transport Sector in Africa 2005-2013.** Senior analyst (part-time) evaluation with contributions concerning sector budget support, growth & poverty reduction.
- 2014 **Zimbabwe: Health Sector Value for Money Frameworks:** Provision of support to finalize VFM frameworks for the Sexual & Reproductive Health Programme (SRHP) and Maternal, Newborn & Child Health Programme (MNCHP). DFID funded.
- 2013 & 2014 **Thailand: Economic & Social Commission for Asia Pacific (UNESCAP)** Contributor to 2014 Theme Study “*Regional Connectivity for Shared Prosperity*”. Presented initial findings to an international panel of academic experts.
- 2013 **Uganda: Preparation of Co-Funding Transport Sector Business Case.** Assessment of suitability of DFID co-funding a recently approved AfDB project for a road close to Lake Albert, where significant oil resources are being developed.
- 2013 **Bangladesh: Strengthening Strategic Planning & Monitoring for Results** Provided guidance in stakeholder analysis and independent monitoring mechanisms for the Planning Commission. World Bank funded.
- 2013 **Tunisia, Egypt and Tanzania: African Development Bank Portfolio Improvement.** Principal analyst. On behalf of the Bank’s senior management Operations Committee (OPSCOM) analysed the scope to enhance the Bank’s portfolio management, covering its project cycle, instruments, sectors and markets.
- 2013 **Tunisia: African Development Bank** Prepared draft guidance notes to support private sector development through policy based operations.
- 2013 **Pakistan: Enterprise and Asset Growth.** Member of design team for £70m programme to support financing to enterprises with growth potential. For DFID.
- 2013 **India (working remotely):** Undertook Public Finance Management assessments for State of Rajasthan & the education sector. In addition, prepared a macro-economic assessment of the Indian economy. For the EU.
- 2012 **Ghana Oil & Gas Trust Fund.** Economist on multi-disciplinary team preparing the design and business case for a Coastal Foundation designed to support affected populations in Western Ghana. For DFID & private sector oil companies.
- 2012 & 2013 **New Zealand (re Pitcairn Island).** Preparation of sector budget support programme for tourism to this isolated UK Overseas Territory. Undertook under separate contract a Public Finance Management assessment for Pitcairn, entailing a second visit to New Zealand. Both were EU funded.

- 2012 to 2014 **UK: Results Based Management Training.** Course Director for this two week programme which has run three times for delegates from a range of countries, for RIPA.
- 2012 **Nigeria: Review of National Malaria Programme.** Inputs focused on Value for Money (VfM) of DFID support programme and the Business Case for a potential extension and/or expansion.
- 2012 **South Africa + others: Support to the Development of DFID Southern Africa Regional HIV Prevention Programme.** Preparation of a Business Case for this proposed regional programme. Inputs focused on funding mechanisms, safeguards and value-for-money.
- 2012 **Kosovo: Budgeting/Project Management Adviser.** Provision of support to improve the quality of public investments in key sector ministries (Infrastructure, Environment) and four municipalities. EU funded.
- 2011 & 2012 **Tunisia, South Africa & Kenya: Review of the African Development Bank's Fiduciary Safeguards in the Context of the Decentralization Roadmap.** Team Leader. AfDB has been migrating key responsibilities to field offices and newly established Regional Resource centres. This assignment assessed corporate and operational risks and safeguards, against best practice. It involved extensive engagement at Board and senior management levels.
- 2012 **African Institute for Mathematical Sciences: "Next Einstein Initiative".** Provided advice regarding proposals for new Institutes in selected African countries. Contributed to a DFID Business Case proposal. AIMS-NEI funded.
- 2011 **Anguilla (& Montserrat): Design of General Budget Support Indicators.** Team leader. This concerned the design and finalisation of 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. DFID funded.
- 2011 **Tanzania: Transport Policy Support Programme.** Undertook a mid-term review and prepared recommendations to enhance performance. DFID funded.
- 2011 **Switzerland: External Evaluation of Global Health Workforce Alliance.** Responsible to assessing systems, sustainability and value-for-money of this Alliance, 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 Trust Fund Business Case.** On DFID's behalf prepared the case for investing in an Afghanistan Infrastructure Trust Fund (AIF) managed by the ADB. Key issues include negotiation of governance arrangements, and ensuring that arrangements provided value-for-money and funding traceability.

- 2010 to 2012 **Jamaica Country Evaluation:** Team leader of an 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.** Prepared case studies covering Trust Fund management, procurement, policy based operations (budget support) and an assessment of the ADB's performance in Malawi. AfDB funded.
- 2010 **Laos: Evaluation of SIDA Support.** Evaluated transport/rural accessibility, following the Swedish Government's decision to withdraw from Laos. Coverage of lessons learned regarding fiduciary risk, efficiency and impact. SIDA funded.
- 2008 to 2014 **UK: Institutional Development for Permanent Secretaries Programme** and a separate **Public Finance Management Course:** Director of Studies for four courses that attract very senior participants from a range of countries. For RIPA.
- 2010 **Anguilla: Public Expenditure Review.** Assessed Government expenditure in order to identify scope for savings at a time of intensive budget pressure. Funded by the FCO; for the Government of Anguilla.
- 2010 **Belgium, Montserrat, Falkland Islands: Evaluation of EU Support to 20 Overseas Countries and Territories (OCT)** of the UK, France, Netherlands and Denmark. Economist/ aid modalities specialist.
- 2009 & 2010 **South Africa: Capacity Building for Budget Support Programmes.** Team leader. Support to 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 had a combined value of €582million. For the EU.
- 2010 **Mozambique: Regional Workshop.** Facilitated this for Heads of Infrastructure from EU Delegations in East and Southern Africa.
- 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. Core 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 to 2010 **Uganda: Transport Sector Policy Support programme.** Team Leader. Assessed whether the sector was appropriate for budget support. Multiple visits and assessment of on governance, institutional reforms and Public Finance Management. For the EU.
- 2003 to 2011 **Belgium and EU Delegations in Jamaica, Kenya, Tanzania, Zambia, Ghana, Mozambique, Vietnam, Laos, Thailand, Philippines & Indonesia: Sector and General Budget Support Training.** Delivered some 30 training courses to European Commission staff from headquarters and 10 in-country courses for delegations and national counterparts. The focus included macro-economics, PFM 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
- 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.** Assessment reflected DFID's new research strategy and priorities.
- 2008 **Public Finance, Procurement and Economic Development Assessments for St Helena, Ascension Island, Tristan da Cunha, Falkland Islands and Pitcairn,** using a PEFA-based methodology.
- 2008 **Lebanon and Egypt: MEDA II Regional Evaluation.** Assessed health and trade support and the effectiveness of aid instruments (budget support, twinning, TA).
- 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, in order to strengthen programme coherence.
- 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) prepare a programme to strengthen governance using a pooled fund mechanism funded by UNAIDS, DFID, Irish Aid & 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. On behalf of DFID.

- 2007 **Belize: Macroeconomic Assessment.** Team Leader. Undertook a macro-economic assessment for the EU to establish whether Belize met eligibility criteria for budget support.
- 2007 **Turks and Caicos Islands: Economic Update Review for the Foreign and Commonwealth Office** assessed the economy, public finance management and related governance issues in order to inform 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 implementation of MEAs in African–Caribbean–Pacific (ACP) countries. EU financed.
- 2007 **Annual Report on the Results and Impact of IFAD Operations.** Synthesis of country-level and programme evaluations in order to identify 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).** Team Leader. Undertook a mid-term review of this research programme. Focused on institutional, knowledge sharing, technical validation and programme management issues.
- 2006 **Falkland Islands: Economic Review:** This assessed the prudent level of financial reserves and scope for local investment vis a vis offshore investment of these reserves in the context of uncertainty regarding fisheries revenues. For Falkland Islands Government/ UK FCO.
- 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.
- 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 Drugs Deferrals & Exemptions** scheme to improve access for the poor in Jigawa, a rural northern state. DFID financed.
- 2006 **Ethiopia: Preparation of EC Country Strategy.** Governance /civil society adviser. Contributed to a diagnostic of performance, focusing on governance issues and identification of focal sectors for the EU 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 analysis of this £100m programme to identify performance improvements related to strategic planning, resource allocation, contracting, financial mechanisms, coordination & risk management.
- 2006 **Turks and Caicos Islands, Caribbean: Economic Review Mission.** Assessed the economic & public finance performance. 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 EU Delegations & government staff in preparation for general budget support (Laos) & education sector support (Indonesia).
- 2005 **UK: Project & Programme Management.** Course Director for RIPA International.
- 2005 **Strategy Review for the Global Alliance for Vaccines and Immunization's (GAVI) Board.** Economist/financing specialist. Conducted a review of the lessons learned from "Investment Case" approach to preparing financing proposals, in order to improve the allocation and management of resources by GAVI.
- 2005 **Bangladesh: UN Inter-Agency Health Cooperation.** Economist/Financing Specialist. Supported adoption of an integrated approach by the WHO, UNICEF and UNFPA for maternal health. The focus was on coherence and a rights-based, demand-led approach.
- 2005 **Kenya: KPMG Management Consultancy Workshop.** This focused on aid instruments & implementation modalities. For KPMG partners and senior managers.
- 2005 **Ascension Island: Strategic Review.** Undertook an economic assessment of whether this South Atlantic territory was viable as a settled community within the context of strategic considerations, including access, scope 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 migrating from technical cooperation to financial aid modalities (using Government systems) and the roll-out of services to districts DFID financed.
- 2005 **Uganda: Review of Support to Health Planning Unit, Ministry of Health.** Assessed the impact of capacity building support to the MoH including budget preparation the Sector Wide Approach and implications of off-budget funding.
- 2005 **Philippines: Regional Workshop in Asia: "Supporting Health through Sector Approaches".** Facilitated this workshop for EU staff.
- 2005 **USA/World Bank: Evaluation of Learning Programme.** Review of a Transport & Rural Infrastructure Services Learning and Sharing (TRISP) Programme financed through a DFID Trust Fund managed 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. EU 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.
- 2004 **Tanzania: Social Safety Nets.** Worked with REPOA, a national research institute, to analyze funding of programmes providing a safety net for the poorest. Scoping an instrument for Social Safety Net Pooled Funding.
- 2004 **Tanzania: Tea Evaluation.** Undertook an evaluation of EU STABEX support to tea smallholders by the Tea Research Institute of Tanzania (TRIT), an interesting public-private model in terms of governance, financing and performance.
- 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 reflecting core objectives, market positioning, donor funding and 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 & 2004 **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 and a poverty reduction strategy paper.
- 2004 **Vietnam: Introduction of Budget Support.** Provision of in-country training to EC delegates from Laos, Cambodia, Philippines, Thailand and Vietnam.
- 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). DFID financed.
- 2003 **Malawi Police Service: Programme Budget Support.** Team leader / economist. Supported migration of external financing from a project basis to “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. Drafted the financing proposal including the form of support, structuring of tranches & safeguards.
- 2002 & 2003 **Afghanistan: Budget and Programming Adviser to Afghan Assistance Coordination Authority.** Made 8 visits. Provided policy guidance to Ministers related to reconstruction programmes. Contributed to the World Bank administered Afghanistan Reconstruction Trust Fund. Worked on national budget issues, institutional arrangements and prepared ToR for reconstruction and capacity building projects on behalf of Dr Ashraf Ghani. Donor (EC, then DFID) financed.

- 2002 **Uganda Public Sector Reform Programme: Procurement.** Assessed needs of the health sector in the context of changing procurement processes. Drafted an action plan reflecting decentralisation objectives and 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, procurement processes & National Audit Office best practice.
- 2001 & 2002 **India: Community-Led Infrastructure Financing Facility.** Contributed to design of a facility under the umbrella of Cities Alliance, to provide bridging finance & leverage sources of funding for infrastructure, housing & slum/shanty upgrading.
- 2001 **Rwanda: National Unity and Reconciliation Commission.** Undertook an institutional & financial systems assessment for SIDA. In addition validated DFID's programme aid disbursement of 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 social mitigation measures. 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, counselling and confidential testing. Addressed user charges and provision of services to prisons.
- 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 to 2000 **Kenya: Ministry of Health.** Programme manager for the out-sourced procurement contract for Kenya's public sector pharmaceutical requirements. This totalled more than US\$ 40m of commodities, increasingly from local suppliers whose capacity and systems were improved. Issues included finance, supply chain logistics and quality assurance. Government of Kenya, Netherlands, DFID and DANIDA funding.
- 2000 **Kenya: Improving the Enabling Environment for the Private Sector.** Worked on the design and of this project covering deregulation, commercial justice & advocacy. DFID funded.
- 1999 **Uganda: DFID Support to Improve the Legal and Regulatory Environment for Business.** Reworked project documents in order to tighten focus. Prepared the economic case.
- 1999 **Ghana: Small & Medium Sized Enterprise Promotion.** Investigated how the OECF 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.

- 1999 **Tanzania: Review of Financial Management Systems and Development of Joint Disbursement for the Health Sector.** Design of a mechanism for disbursing funds through a sector wide approach (SWAp).
- 1999 **Uganda: Programme Aid Validation.** Contracted by DFID to establish whether the GoU had met programme conditions.
- 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.** A DFID funded assignment to reform 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 on operational, institutional and financial criteria including constitutional and need to reduce 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 improve primary education in this province, which suffered from low enrolment and literacy rates.
- 1994/95 **Ghana (and Japan): Programme to Promote Investment and Sustained Development.** Leader of an Anglo-Japanese team. 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 Vietnamese officials covering the development strategies of ASEAN countries.

- 1993 **Nigeria: Human Resource Development Programme.** Team Leader of a multi-discipline team reviewing proposed projects. These were screened and refined to improve sustainability, accountability & cost effective management. EU funded.
- 1992-1994 **Vietnam: Economic Management Training Project.** Project manager for the first external assistance to the `Doi Moi' (economic reform) programme. The project focused on 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. Developed model management contracts, and tender processes to facilitate private sector management of state owned teas & rubber plantations employing 400,000 people.
- 1992 **Ghana: Assistance to Divestiture Implementation Committee.** Identification of 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.** Project economist. ODA funded.
- 1992 **Nigeria: National Planning Commission: Institutional Review and Training Needs Analysis.** 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.
- 1991/93 **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.** Management review to enhance the physical and financial control systems for this Authority, which had some 7,000 properties.
- 1989 **Tonga: Vava'u Regional Development Programme.** Prepared project dossiers for EU. Sectors included agriculture (export crop promotion), fish marketing, tourism, physical infrastructure, 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. Resided in Salalah.

- 1988 **Sri Lanka: Water Supply and Sanitation Rehabilitation Project.** Appraised options, reflecting incidence of flooding, land use planning & upgrading of shanty settlements. Prepared implementation plans. World Bank funded.
- 1987 **Malawi: National Project Appraisal Course; Trainer.** EC funded.
- 1987 **Sri Lanka: Second Technical Education Project.** Economist /Manpower Planner. Developed training proposals. 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: 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. 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 for this build, operate and transfer (BOT) project.
- 1981/82 **University of Leeds: Masters Degree**
- 1979/81 **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 in the Fulmar field.
- 1978/79 **Cyrenian Trust, Edinburgh: Volunteer** working with homeless youths.

Publications

“Completing Europe – From the North-South Corridor to Energy, Transportation, and Telecommunications Union” Published 20th November 2014, Atlantic Council. See: www.atlanticcouncil.org

“Evaluation of Paris Declaration Implementation at the African Development Bank”, AfDB, May 2011

Mark Q Watson – Curriculum Vitae

See: <http://www.oecd.org/dataoecd/31/26/47832813.pdf>

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.mfd.org/RT3/theme.html>

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