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<b>Name:</b>	JOHN JOSEPH OWEN SHORT
<b>Date of birth:</b>	8 January 1948
<b>Nationality:</b>	Irish
<b>Qualifications:</b>	BA Economics (Hons), University of Stirling MA Economics, University of Lancaster
<b>Languages:</b>	English fluent; French fair
<b>Countries of work experience:</b>	Serbia, Belarus, Georgia, Moldova, Albania, Kosovo. The Gambia, Kenya, Uganda, Sierra Leone, Zambia, Zimbabwe, Sudan, Egypt, Mauritius, Rwanda, Seychelles, Ghana, Liberia, Malawi, Ethiopia, Nigeria, Namibia, Tanzania, Mozambique, Myanmar, Vietnam, China, Papua New Guinea, Indonesia, Philippines, India, Bangladesh, Pakistan, Afghanistan, Yemen, Jordan, Palestine, Netherlands Antilles, Anguilla, Antigua, Barbados, Montserrat, St Helena, Pitcairn, Aruba, St. Vincent and Grenadines, Grenada, St Kitts, Nevis, Jamaica, Falklands, UK, Ireland
<b>Professional experience:</b>	
<b>1988 – present</b>	Founder and Principal Consultant, REPIM
<b>1985 – 1988</b>	Independent Consultant
<b>1982 – 1985</b>	Senior Consultant, IMG Consultants Pty
<b>1979 – 1982</b>	Independent Consultant
<b>1977 – 1979</b>	Research Fellow, Department of Economics, University of Durham
<b>1974 – 1977</b>	Economist, Northern Region Strategy Team, UK
<b>1972 – 1974</b>	Research Fellow, Department of Political Economy, University of Aberdeen

Highlights of Mr Short's career are presented below.

**John Short** has extensive academic and applied practice in economic policy issues. He has extensive worldwide working with multi-lateral and bilateral agencies as well as individual Governments. He has been Team Leader on many consultancy assignments in the areas of public finance, public expenditure planning, public expenditure analysis and budgeting, including MTEFs, PEFA's and FRAs. He has widespread experience in donor co-ordination and linking donor support to government budgetary and financial systems. Mr Short's work encompasses tax policy and administration as well as revenue forecasting and has extensively worldwide experience in this area. He is a founding partner of the PFM Board ([www.PFMBoard.com](http://www.PFMBoard.com)) and moderates the Tax Administration section. He has made 380 posts on 121 topics covering a wide range of PFM issues

John Short has carried out several assignments using the PEFA methodology and has been the team leader on the Moldova (2006 and 2008), Serbia CG (2010) and 6 SNs (2014) , Sierra Leone (2007 and 2010 (CG and SN) PEFA's and member of the IMF managed PEFA's in St. Vincent and Grenadines (2012) Barbados (2013), Antigua (2014), Anguilla (2014), and Grenada (2015), World Bank managed PEFA in Palestine (2013) and initial Kenya PEFA in 1995 as well as providing guidance to and main author of the Kosovo 2009 CG PEFA and 2010/11 SN PEFA's (11 municipalities in two waves). John

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Short has acted as a Peer Reviewer for SECO on PEFAs.

He has attended training on the application of PEFA methodology delivered by the PEFA Secretariat and has presented PEFA training supporting PEFAs that he has worked on as well as specific stand alone PEFA training. He has applied the 2015 PEFA methodology and carried out training on the 2015 methodology.

His application of PEFA and Fiduciary Risk Assessments (using PEFA as an input) that he has carried out for DFID and the EC covers the whole of the budget process from planning and budget formulation, through budget execution and internal audit to accounting and external audit. John Short has extensive experience in donor supported PFM projects. He has been part of the supervisory mission to Georgia on behalf of DFID, and has carried out a mid-term review of the Moldova PFM project for the MoF and was part of the REPIM Team that evaluated the PFM reform project in Zambia. He has been involved in IMF FAD TA missions to Myanmar, St Kitts and Nevis, Antigua and St. Vincent and the Grenadines and CARTAC missions to Barbados, Jamaica, Nevis and Montserrat. John Short has been involved in the design, implementation and evaluation of MTEFs and programme budgeting in St Kitts and Nevis, Rwanda, Sierra Leone, Kenya, Albania, Kosovo, Afghanistan, Georgia, and Moldova. In his work in Albania, he has worked with the Parliamentary Economic and Finance Committee and has taken the Committee on a study tour to Westminster as well as providing them with formal training. He has also extensive experience in resource envelope issues and has worked with the Ministry of Finance in Albania and Palestine in developing that aspect of its MTEF, and has also carried out reviews of tax policy in many countries in the context of revenue estimation. Most of this mission required the provision of ad hoc training presentations on wide range of PFM topics.

John Short has developed and used Public Expenditure Reviews as an effective vehicle to link sectoral and national policy (such as PRSP) to the planning and budget process as well as incorporating donor funding (both on budget and off budget) in an overall sectoral resource envelop. He has been involved in developing costing methodology for PRSP and new policy initiatives in the context of MTEFs. His work with Line Ministries in the Albanian MTEF has been involved in linking expenditure and policy.

As well as delivering PEFA training in many countries, John Short has extensive training experience ranging from the delivery of bespoke courses on investment planning in Indonesia over a six week period to the design and delivery of short course PFM training material on expenditure analysis, sector strategies, costing, MTEFs, programme budgeting. He has worked extensively with local counterparts and provided hands-on training during the course of assignments.

John Short has been at the forefront of developing methodologies for inter-regional public financial flows in the UK and has published a number of books and journal articles on this subject.

John Short is a member of IMF's Panel of Fiscal Experts and the PEFA Secretariat's panel of PEFA reviewers

St Kitts and Nevis – PEFA (2015) training. As part of ongoing support on budget reform carried out training on 2015 PEFA (all 30 indicators and their 90 dimensions). PEFA budget formulation indicators used to provide workshops to senior management of Line Ministries on the changes to budget formulation methodology that are needed for PEFA compliance.

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UK – Peer reviewed Mozambique PEFA

Grenada – PEFA (2015) Member of team that carried out a PEFA Assessment using the 2015 methodology as well as scoring on 2005/2011 methodology to compare with previous PEFAs. This assessment was carried out using fully the 2015 methodology and has been awarded the PEFACheck. Provided extensive comments on all of the indicators and report structure to the PEFA Secretariat as part of the over review process that it carried out.

Jamaica– PEFA (2015) training Delivered training on 2015 PEFA (all 30 indicators and their 90 dimensions) and linked these to the revision of the PFM RAP

St Vincent and the Grenadines – Programming Mission. Member of IMF Team programming PFM TA support under the Fiscal Management in the Caribbean programme funded by Canada and implemented by the IMF

St Kitts and Nevis – Programming Mission. Member of IMF Team programming PFM TA support under the Fiscal Management in the Caribbean programme funded by Canada and implemented by the IMF

Grenada - PEFA. Prepared the ToR and Concept Note for the Grenada PEFA carried out in 2015 using the 2015 PEFA methodology.

Grenada - Fiscal Regulations. IMF FAD Programming Mission to assist the authorities finalise the regulations to support the 2014 Public Finance Bill and carry out a PFM diagnostic assessment.

Dominica - PEFA. Prepared the ToR and Concept Note for the Dominica PEFA to be carried out in 2016 using the 2015 PEFA methodology.

Barbados – Training on 2015 PEFA. Prepared and delivered training on 2015 PEFA (all 30 indicators and their 90 dimensions) for the 20 CARTAC members island over 3 days. This training was the first training programme on the 2015 PEFA that was carried out and was attended by the Head of the PEFA Secretariat who presented the rationale for the changes in methodology.

Palestine - Revenue Forecast model Developed a revenue forecasting model consistent with the IMF Transparency guidelines and 2015 PEFA indicator PI-15

Serbia – Municipality PEFAs. Team leader on 6 municipality PEFAs responsible for management, training and report (summary and resultant PFM action Plan) as well as leading on 2 municipalities' PEFAs.

UK – PEFA Carried out peer review of PEFA Concept Note and reports on Azerbaijan and Indonesia and ToR of Mozambique PEFA for SECO

St Kitts and Nevis – Strategic/Programme Budgeting Training. Responsible for design and delivery of training programme on the development of strategic/programme budgeting for the Ministries of Finance in the two islands.

Palestine – Ceilings and Resource Envelops. Advised As part of the DFID Governance project on the preparation of the resource envelop and ministerial ceilings for the 2015-2017 Medium Term Budget Programme

Jamaica – PFM RAP monitoring. On behalf of CARTAC, assisted in introducing outputs and objective criteria based on PEFA Framework to measure successful implementation, in addition to the activities being carried out. Delivered training on PEFA methodology.

Barbados – PEFA and PFM Action Plan. Presentation of PEFA results and use of PEFA as input into a PFM Action Plan. On a follow up mission assisted in translating the PEFA results into a PFM Reform Action Plan

Anguilla – PEFA Consultant on CARTAC team. Responsible for delivery of training (1 day), assessment of indicators PIs-14 -18, 20, 21 and 26, 27 and 28.

Antigua – PEFA Consultant on IMF Team. Responsible for assessment of indicators PIs-13 to 18 and 20 -21.

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Myanmar – Assessment of PFM. As member of IMF FAD’s Technical Assessment Team examined budget formulation developed initiatives for a Fiscal Unit in the Ministry of Finance assessing and recommending methods of forecasting of macro aggregates including revenue estimation and baseline expenditures. Made a presentation on revenue forecasting techniques suitable for Myanmar

Mozambique – Domestic Resource Mobilisation. Mentored a team of international and local consultants on the Domestic Resource Mobilisation study carried out for the African Development Bank.

Nevis – Budget analysis. Provide assistance to the Budget Department as part of CARTAC assistance. Carried out a needs assessment for PFM training in the context of the budget formulation process and procedures.

Montserrat – Budget analysis. Provide assistance to the Budget Department as part of CARTAC assistance. This work included reviewing the link between strategic planning and the budget in the context of higher level national plans, commenting and making recommendations on the content of the quarterly reports, assistance in developing a budget scorecard and provides training on expenditure analysis for the analysts in the budget department in the context of the Ministry of Finance’s contestability function.

Barbados – PEFA Lead consultant on IADB-CARTAC team. Responsible for delivery of training (1 day), assessment of indicators PIs-5-14, 26, 27 and 28 and drafting of report.

Antigua – PEFA Training. Provided training to Government Officials over a three day period on PEFA in preparation for the PEFA which is to be carried out by the IMF

Albania – National Strategy for Development and Integration (2013-2020). Member of team comprising government officials and local and international consultants preparing the national strategy with primary responsibility for macro-economic and revenue issues.

Palestine – PEFA. Member of Donor team (for EC) led by World Bank that carried out a PEFA Assessment with responsibility for indicators PI-6, 8, 9 and PI 13 to PI-17 inclusive.

St. Kitts and Nevis – Assessment of PFM. As member of SEMCAR Technical Assessment team carried out a review of PFM process and procedures in context of potential TA needs. Responsibility for budget formulation component of PFM and budget cycle.

Myanmar – Assessment of PFM. As member of IMF FAD Technical Assessment team carried out a review of PFM process and procedures in context of potential TA needs. Responsibility for budget formulation component of PFM and budget cycle.

St. Vincent and Grenadines – PEFA member of joint IMF – World Bank team carried out a PEFA Assessment with responsibility for indicators PI-5 to PI-12.

Kosovo – MTEF Team leader for DFID’s support to reformulation of MTEF leading inputs into the production of and training on a policy costing manual as principal author, template and manual on linking strategic planning to MTEF and impact analysis of new policy initiatives and associated training, including a training programme for inductees into budget departments.

Palestine – As part of inception team reviewed progress on programme budgeting and as an input to the design and annual work programme of DFID’s support programme to Ministry of Finance carried out by OPM & REPIM

Kosovo – Public Expenditure Review Team leader with examination of Labour and Welfare, and Private Sector Development (ministry of Trade and Industry) expenditures linking objectives to outputs for MTEF and annual budget.

Kosovo – Municipality (SN) PEFA Assisted the Government of Kosovo's SN PEFA assessment team by providing a “help-desk” with respect to assessment methodology and scoring of the PEFA indicators. Responsibility for production of final report. This work

was done in two waves covering 6 municipalities in wave 1 and 5 municipalities in wave 2.

Sierra Leone – PEFA Team Leader of the PEFA assessment team (Central Government and Local councils). Carried out an initial PEFA sensitization workshop for government officials and donors. Presented the evidence requirements of the full indicator (and dimension) to the government and donors in pre PEFA workshop, as well as assessed indicators on budget credibility, fiscal risk, decentralisation, budget preparation and taxation. Principal author of CG PEFA report and presentation of results.

Serbia – PEFA Assisted the Government of Serbia's PEFA assessment team by providing training and a “help-desk” with respect to assessment methodology and scoring of the 31 PEFA indicators as well as principal author of PEFA report.

Zambia – As part of evaluation of PFM RAP, carried out a review of PFM reforms in various countries (Kenya, Tanzania, Sierra Leone, Albania and Kosovo) covering the full range of reform programmes, including IFMIS.

Kosovo – Budget Reform Assisted the Ministry of Economy of Finance with budget and MTEF reform through facilitating exchanges with the Ministry of Finance Albania in lesson learning from the reform process there supported by presentations.

Albania – Sector Guides for Budget Preparation. As part of the Supporting the Ministry of Finance, Line Ministries and the Department for Strategy and Donor Coordination for Strategic Plans Development, the Implementation of Medium Term Budget Program, Public Investment and Monitoring Project produced Sector Guide for Ministry of Finance and coached Ministry team in budget preparation.

Serbia – Fiduciary Risk Assessment of the use of the Deposit Insurance Agency for channelling DFID support to the reform process. This entailed an examination of DIA’s financial management process and the overall Serbia PFM using PEFA indicators as appropriate, and producing an analysis of corruption indicators.

Moldova – Annual Statement of Progress relating to Fiduciary Risk (2009) for DFID updating the PEFA analysis and review of corruption material.

Kosovo – PEFA Assisted the Government of Kosovo's PEFA assessment team by providing a “help-desk” with respect to assessment methodology and scoring of the 31 PEFA indicators. This was followed up in assisting the translation of the PEFA into a PFM Reform Action Plan. As well, production of a FRA for DFID based on the How to Guidelines.

Sierra Leone – Output to Purpose Review (annual assessment report) of DFID support to the National Revenue Authority.

Kosovo – Economic Policy Advisor. Providing support to the inter-ministerial team developing sustainable employment policy in the context of a multi-donor budget support operation led by the World Bank.

Moldova – Public Financial Management Project. Carried out a mid-term review assessment and evaluation for the Ministry of Finance of the PFM project that includes the introduction of an IFMIS, improved budget preparation and execution, introduction of internal audit and the development of related training.

Moldova - Fiduciary Risk Assessment (2008) for DFID budget support for PRSP applying the PEFA analysis and review of corruption material.

Moldova – Public Expenditure and Financial Accountability (PEFA). (2008) Team Leader for second PEFA assessment with responsibility for drafting and presenting the report and technical inputs into budget credibility and preparation, taxation and donor issues.

Georgia – Public Sector Financial Management Reform. On behalf of DFID participation in the annual review mission of the PSFM Reform Support Project. This project covers

support to the MTEF, introduction of IFMIS, development of HR in the MoF and support to the supreme audit institution. On a second mission examined progress against timetable in the light of DFID timetable for withdrawal from Georgia and un-spend financial inputs to the project.

Liberia – PEMFAR Carried out public expenditure review of health and public works.

Sierra Leone – Multi donor budget support Member of team assessing compliance with conditionality for tranche release of budget support and design of new benchmarks linked to PEFA.

Sierra Leone – PEFA Team leader and principal report writer with responsibility for indicators covering credibility of the budget, inter government fiscal relations and oversight, taxation, legislative scrutiny and PETS

Albania – MTEF As part of the Strengthening Public Expenditure Management Team, reviewed the delay in applying the budget calendar and its impact on the MTEF, inputs into the macroeconomic background section and assisted in developing the General Directorate of Macroeconomic and Fiscal Policies. Assisted with visit of the Albania Parliamentary Public Expenditure Committee to the UK PAC, Treasury Committee and Treasury. Produced a paper on tax administration and policy and revenue forecasting and an analysis of public expenditure from 1997 to 2007.

Uganda – Output to Purpose Review (2006) of DFID project Modernising the Uganda Revenue Authority. This work also included a review of a new donor basket funded project in particularly linking the modernisation plan into the 5 year corporate plan for annual work plans and budget.

Moldova – Fiduciary Risk Assessment (2006) for DFID budget support for PRSP applying the PEFA analysis and review of corruption material.

Afghanistan – Output to Purpose Review of DFID's project Transforming and Modernising the Budget Formulation Process

Serbia – Joint Project “Towards the more effective implementation of reforms. Review of pilot stage with recommendations for 2006 work programme. This involved extensive consultation with participating institutions (both commissioning and recipients) including two workshops to discuss findings and recommendations to plan 2006 programme for Yearly Operational Plan of Action in recipient ministries for all participants.

Kenya – Public Expenditure Reviews. External consultant for the 2006 PERs in Health and HIV/AIDS. Team leader comprising MoH officials and local consultant responsible for project direction and report production.

Moldova – Public Expenditure and Financial Accountability (PEFA) and Fiduciary Risk Assessment (FRA). (2006) Team Leader for multi donor Public Expenditure Financial Accountability assessment with responsibility for drafting and presenting the report and technical inputs into budget preparation, taxation and donor issues.

Uganda – Output to Purpose Review (2005) of DFID project Modernising the Uganda Revenue Authority.

Kenya – Public Expenditure Reviews. External consultant for the 2005 PERs in Health and HIV/AIDS. Team leader comprising MoH officials and local consultant responsible for project direction and report production.

Kenya – Poverty Health Classification. Carried out a review of the classification of health expenditure to core poverty programmes, by examining Kenya's poverty policy and international best practice.

Uganda – Output to Purpose Review (2004) of DFID project Modernising the Uganda Revenue Authority

Palestine – Carried out fiduciary risk assessment for DFID Emergency Budget Support to Palestine Authority.

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Ethiopia – Assessment of Incidence of Taxes on different income groups Carried out an assessment of the changes in direct and indirect tax policy reform on different income groups.

St Helena, Falklands Islands and Pitcairn – Desk study review of macroeconomic performance, public finance and public expenditure management. Carried out this review for the EC to assess viability of budget support under the agreement with Overseas Countries Territories. The pilot PEFA indicators were used as part of this assessment.

Anguilla – Review of macroeconomic performance, public finance and public expenditure management. Carried out this review for the EC to assess viability of budget support under the agreement with Overseas Countries Territories. The pilot PEFA indicators were used as part of this assessment.

Afghanistan – Assessment of TA for Budget Development reviewed the budget process and assessed the technical assistance that DFID could supply requirement to improve the budget process in the light of existing donor assistance. Retained to provide support to DFID for monitoring and evaluation and guidance to project.

Kenya – PEFA. Member of Team that carried out the PEFA with responsibility for public expenditure and budgeting analysis.

Kenya – Public Expenditure Review Coordinator of REPIM team assisting the GoK in preparing options for 2004 Budget covering in detail Health, Education, Roads and Transport, Agriculture and Police. Specific input into health sector work.

Tanzania – Tax Review Team leader on a review of tax policy, tax administration and the relationship between tax collection, GDP and GDP composition.

Ghana and Rwanda – MTEF Review Carried out a review of each country's MTEF as part of an ODI cross country study of MTEFs in Africa.

Ghana – AgSSIP Member of DFID's team on the Implementation Support Missions of the World Bank's Agriculture Services Sub-sector Investment Project and preparation of DFID's support to the sector over the 2002–2004 period.

Albania – MTEF Director of the REPIM's team carrying out the Strengthening of Expenditure Management. Technical inputs on training and public investment issues as well as policy programme and expenditure reviews. Drafting MTEF documents before translation to Albanian.

Ghana – MTEF Assessment of the MTEF for the World Bank as input to the preparation of the Poverty Reduction Support Credit

Kenya – Public Expenditure Review. Consultant to the Ministry of Finance and Planning on the 2002/3 Public Expenditure Review.

Rwanda – Tax Policy and Administration. Assessment of the relationship between tax collection and GDP in an examination of the real sector and GDP composition.

Rwanda – Design of methodology and implementation of costing of Poverty Reduction Strategy Programmes. Sectoral allocations based on resource envelope scenarios including HIPC and additional donor funding.

India – Development Strategy. Leader of a team that produced the documentation for a Donor's Forum for the State of Madhya Pradesh. This involved examination of all aspects of economic and social policy.

The Gambia – MTEF Diagnostic Analysis. Diagnostic study of the budget process with recommendations for the design and phasing of budget reform and the introduction of a Medium Term Expenditure Framework process.

Kenya – Budget Process Analysis. As background to DFID's budget support to Kenya, assessed the formulation of the budget, payment control, accounting and auditing arrangement at the head-quarter and district levels. Reviewed the transfer modalities to local authorities. Analysed Government expenditure and revenue and balance of

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payments.

Uganda – Tax Policy. Assessed the impact of the UMA proposals to import raw materials duty free on effective protection and revenue.

Sierra Leone – Introduction of MTEF. As part of REPIM's support to the Budget Department, reviewed exemptions in context of tax policy, examined public expenditure system and prepared DFID programme aid submission. During further work, estimated the costs of the IMF report on indirect taxes as well as alternative scenarios compared to the existing, including the cost of exemptions and reviewed the UNDP report on direct tax. Delivery of workshop on budget reform and introduction of an MTEF

Zambia – Tax and Investment Policy. Evaluation of operation of duty drawback and investment policy as part of World Bank credit conditionality

Vietnam – Public Expenditure Issues. Member of DFID team reviewing financial and technical support for the structural adjustment programme with specific emphasis on public expenditure issues.

Zimbabwe – Tariff Reform. Advised the Tariff Commission on Tariff Reform.

Pakistan – Provisional Governments Public Finance. Member of World Bank Team examining Provincial Public Finance with primarily responsibility for revenue mobilisation issues

China – Budget Procedures Design for DFID Support. Evaluation of budget procedures, and revenue and expenditure aspects of proposed DFID support to education in Province of Gansu. Development of management structure for the project.

Rwanda – MTEF, Sector Review Process and Budget Preparation. Assisted the Government prepare the 1999 Budget as part of a REPIM team. Managed the social sectors public expenditure review. This was extended to cover the 2000 budget and the update of the sector reviews (health, education and justice). Assisted the Government in producing its paper for the Donor Conference. Co-authored paper on linking poverty alleviation strategy to MTEF and Budget.

Rwanda – DFID Budget Support. Preparation of documentation for DFID budget support to Government.

Seychelles – Tax Policy Analysis. Analysis of the tax revenue implications of the country's accession to COMESA and provided recommendations for changes in tax policy.

Ghana – DFID Programme Aid Design. Programme aid design for UK DFID examining budgeting, expenditure and accounting procedures and public expenditure analysis including a detailed analysis of the education sector.

Liberia – Post-Conflict Reconstruction Strategy. Member of World Bank Team preparing World Bank strategy for its involvement in the reconstruction of Liberia.

Malawi – Trade and Tariff Support. Prepared report on trade and tariffs as part of the SADC Trade Protocol negotiations

Zambia – Duty Drawback Design. Review and recommendations for strengthening the duty drawback and manufacturing under bond scheme including a review of indirect taxes. This was followed up by implementing the recommended scheme including training, drafting procedures, regulations and legislation and public awareness.

Zambia – Public Expenditure and Budget Procedure Analysis. A review of public expenditure trends and budgetary procedures for DFID budgetary support programme.

Papua New Guinea – Tax Policy Reform. Reviewing progress on tariff and indirect tax reform and preparing revenue forecasts to 2005.

Netherlands Antilles – Public Expenditure and Taxation. Team leader of consultancy for Inter America Development Bank and Dutch Government on Medium Term Policy Framework and Development Strategy. Responsible for technical work on public



expenditure and taxation.

Malawi – Structural Adjustment Support Evaluation. Leader (of 3 plus local consultants) of the evaluation of the European Union's structural adjustment support programme with responsibility for study direction and report as well as technical inputs on macro and budgetary aspects of terms of reference.

Ethiopia – Assessment of Incidence of Taxes. Carried out an assessment of the changes in direct and indirect tax policy reform on different income groups.

Uganda – PER Budgeting and Accounting Formats. Member of World Bank Team on Public Expenditure Review covering budgeting and accounting formats. Member of team that is preparing technical assistance project to implement budget reform programme under SAC III developing output oriented budget for agriculture.

Papua New Guinea – PER Education Expenditures. Member of Public Expenditure Review team analysing education expenditure. On a separate assignment delivered a paper on tariff reform in the Indirect Tax Summit and delivered seminars and workshops on trade and industry liberalisation and tariff reform.

Malawi – UK Budget Support Procedures. Evaluation of procedures for ODA budget support for the Government of Malawi.

Tanzania – Social Sector Budget Procedures. Member of team evaluating the EU's support to the Government of Tanzania under its Structural Adjustment and STABEX programmes; responsible for examining budget procedures and health and education expenditure.

Sierra Leone – Ministerial Restructuring. Restructuring the Department of Trade, Industry and Co-operatives in context of the economic policy environment following the structural adjustment programme.

Uganda – Tax Policy. Member of World Bank team preparing the third Structural Adjustment Credit with responsibility for taxation issues and the anti-export bias. Examined the duty drawback scheme and made proposals for its revision.

Papua New Guinea – Tariff and Indirect Taxation Review. Leader of REPIM Team that carried out a tariff and indirect taxation review as input into 1995/96 budget. Carried out a review of the duty drawback system and made recommendations for a new system. The work also included a detailed analysis of agriculture and industry.

Uganda – Revenue Forecasting. Prepared a medium term revenue forecast as part of the 1996 budget preparation.

Papua New Guinea – Structural Adjustment Issues. Member of World Bank team managing the structural adjustment loan.

Zimbabwe – PER Public Expenditure Analysis. Member of the World Bank Team that carried out the initial Public Expenditure Review with specific responsibility for data compilation and analysis of public expenditure.

Tanzania – Taxation and Incentive Review. Assessment of the taxation and incentive structure leading to detailed recommendations for the 1995/96 and 1996/97 budget. Assessment of the operations of the Investment Promotion Centre and incentives offered.

Uganda – Private Sector Development. Assessment of the taxation and incentive structure leading to detailed recommendations for the 1995/96 and 1996/97 budget. Also detailed work on policies for private sector development. Detailed examination of role and responsibilities of the Uganda Investment Centre.

PTA Africa – Common External Tariff. Lead consultant on study on establishing a common external tariff for COMESA. This study covered 22 countries examining the impact of tariffs on the real economy and assessing the impact of changes on employment, industry and the Government budget. Presented a paper at the COMESA members' review and discussed the study's findings. Attended the meetings of the Trade

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and Customs Committee and the Ministerial Committee.

Tanzania – Export Development. Formation of an Export Development Strategy.

Namibia – Public Expenditure and Taxation. Lead consultant of a six person team carrying out a public expenditure and taxation review. Specific responsibilities for taxation, but also covered budgeting and aggregate public expenditure.

Ethiopia – Public Investment. Member of World Bank team carrying out a Public Expenditure Review responsible for the capital budgetary work, development of methodology for a 3 Year Rolling Plan and expenditure analysis, and directing sectoral specialists.

Ethiopia – Indirect Taxation. Responsible for proposal for changing the structure of indirect taxes and tariffs and the rates (with revenue implications).

Liberia – Taxation and Incentives. Member of World Bank mission assessing indirect taxation and incentives.

Kenya – Effective Protection. Effective Protection Analysis of Indirect Taxes and Tariffs for Government of Kenya with the World Bank and UK ODA.

Sierra Leone – Tax Policy Advice to Minister. Retained as the advisor to the Minister of Finance on indirect taxation and the Minister of Trade and Industry on trade and investment policy. Responsible for proposal for changing the structure of indirect taxes and tariffs and the rates (with revenue implications) and new investment and export policy. Designed and implemented a duty drawback scheme.

Uganda – Regulatory Reform. Review of Regulatory framework as part of SAC II negotiations for World Bank.

Sierra Leone – Tax and Tax Policy. Trade policy review as part of indirect taxation reform.

Belarus – Demand for Foreign Exchange and Export Potential. For the World Bank examined the demand for foreign exchange from the banking sector and in a separate mission examined export potential.

Yemen – Investment Climate Appraisal. Analysis of policy and institutional framework for investment promotion as part of Round Table Conference documentation including Free Trade Zones.

Bangladesh – Textile Sector Study. Analysis of competitiveness and trade policy using DRC and EPR analysis.

Ghana – Investment appraisal. Regional resources investment opportunity study.

Nigeria – Public Expenditure Review. Analysis of public expenditure in manufacturing industry in the Rolling Plans and Budget, and the privatisation of manufacturing enterprises.

Uganda – Structural Adjustment Appraisal. Member of World Bank structural adjustment credit identification, pre appraisal and appraisal missions.

Jordan – Export Competitiveness. Analysis of the competitiveness of Jordanian manufacturing in terms of the potential to export. Review of trade policy and its impact on competitiveness.

Kenya – Agriculture PER. Analysis of Ministries of Agriculture and Livestock Development investment portfolio of development projects: design of methodology to prioritise projects for additional funding.

Uganda – Private Sector Assessment. Analysis of policy environment and constraints in setting up and operating businesses leading to the creation and implementation of policies for the development of the private sector. Lead economist on World Bank/ODA team.

Sudan – Public Expenditure Review. Member of World Bank Economic Mission with responsibility for analysis of subsidies on petroleum products, sugar and wheat and flour as part of review of public expenditures.

Ghana – Competitiveness analysis. DRC and EPR estimation from MIST's 1987 Industrial Survey.

Nigeria – Economic Review. Review of Customs and Excise rates and duties with respect to estimating yields and isolating revenue and protection aspects. Review of Federal Ministry of Industries' expenditure plans for 1990 Budget, and the operations of the Technical Committee on Privatisation and Commercialisation with respect to FMI's portfolio. Assessment of the Structural Adjustment Programme (SAP) on manufacturing industry; analysis of problems and prospects and strategies for development. Main sectors covered: textiles, wood products, food processing.

The Gambia – Privatisation analysis. A development plan for the Dockyard in Banjul in the context of privatisation leading to a bid document by interested parties.

Ghana – Competitiveness Analysis. Assessment of changes in industrial policy on manufacturing industry from 1985. This involved analysis of industrial survey carried out by the Ministry of Science, Industries and Technology (MIST) to estimate economic efficiency (DRC) and levels of protection (EPR)

The Gambia – Development Act. Design of operational system to implement the Development Act and training of officials of departments responsible for its implementation.

Zimbabwe – Manpower Planning. The demand for architects, quantity surveyors and building industry professions in the medium to long-term as part of feasibility of establishing a department at the University of Zimbabwe.

Mauritius – Manpower Planning. Needs assessment study for technical and vocational training for human resource development with action and implementation plan.

Nigeria – Public Expenditure Review. Member of World Bank team on 1988 Budget and Public expenditure programme– responsible for assessment of sugar, pulp and paper, fertiliser and machine tool industries. Examination of Duty Drawback Scheme for exporters; assessment of progress on trade and industry policy reform programme.

The Gambia – Private sector Development. Member of World Bank appraisal mission on Private Sector Development Project. Responsible for assessment of participating institutions capacity with recommendations for institutions strengthening and training requirements.

Mauritius – Manpower Planning. Member of World Bank Mission appraising vocational and training loan, responsible for assessing industry's requirements for training.

Zimbabwe – Manpower Planning. Member of World Bank team, assessing manpower development, particularly training needs for industry.

The Gambia – Design of the Development Act. Design for Fiscal Incentive, Regulations and Guidelines for 1988 Development Act for Industry.

Nigeria – World Bank economic mission. Responsibilities covered analysis and recommendations for industrial projects for 1987 public expenditure capital account; Analysis of impact of Second-Tier Foreign Exchange Market on private sector performance and prospects; and analysis of the investment climate, incentive and regulations. Review of duty drawback provisions.

Ghana – Investment Policy. Member of IFC team to the Ghana Investments Centre to provide guidelines and regulations for the operations of the 1986 Investment Code.

Niger – Debt Analysis. Preparation of paper on debt relief and concessional aid for Round Table Meeting (World Bank)

Nigeria – Tariff Reform. Evaluation of protection for industries where import ban is removed and replaced by tariffs.

Netherlands Antilles and Aruba. – Economic Analysis. Member of World Bank mission (on behalf of Dutch Government) with responsibilities for evaluating current industry and

future employment prospects, and public expenditure and finance.

Nigeria – Federal Capital Expenditures. Review of Federal capital expenditures as part of public expenditure review, examining major on-going projects with a view to recommending those projects to be mothballed or otherwise restructured, terminated or continued. This work involved extensive use of economic project evaluation, including CBA and DRC measure, producing a ranking of projects for budgetary presentation and financial analysis.

Indonesia – Strengthening Investment Policy and Administration. Economist and deputy project manager (resident) on World Bank financed project on strengthening economic – decision making capability of BKPM – The Investment Coordinating Board.

Philippines – Structural Adjustment Support. Assigned as core consultant on the technical assistance component of the World Bank Structural Adjustment Loan to the Philippines, Ministry of Trade and Industry.

Egypt – Pricing Policy. Petroleum Products Pricing and Gas Utilisation Studies (for the Egyptian General Petroleum Corporation, financed by the World Bank).

United Kingdom – Inter-Regional Financial Flows. Responsible for design, development organisation and supervision of research on UK inter-regional financial flows for the UK Department of the Environment).

United Kingdom – Local Council Public Expenditure. Consultant to North East County Council Association in matters relating to public expenditure

United Kingdom – Regional Public Expenditure Analysis. Sole responsibility within multi-disciplinary team for development of work on public expenditure systems in the UK regions, including the relation of public expenditure costs to recommendations as part of economic strategic plan for Northern Region.

United Kingdom – Economic Linkages & Tourism. Wrote reports on Tourism & Linkages.

United Kingdom – Regional Impact of Defence Expenditure. Research into the regional impact of defence expenditure including impact studies on the employment and income effects of defence bases on their local economies together with analysis of the regional incidence of defence contracts placed by the Ministry of Defence.

### **Publications**

#### **Books and Monographs**

*Public Expenditure in the Northern Region and Other British Regions*, Technical Report No 12, Newcastle-upon-Tyne, Northern Region Strategy Team, 1976

*Public Expenditure and Taxation in the UK Regions*, Aldershot, Gower, 1981

*Money Flows in the UK Regions* (with Nicholas, D.J.), Aldershot, Gower, 1981

*Assessment of the MTEF in Rwanda*, Centre for Aid & Public Expenditure, Overseas Development Institute, London, May 2003

*Assessment of the MTEF in Ghana*, Centre for Aid & Public Expenditure, Overseas Development Institute, London, May 2003

PEFA and Policy Management Gordon Evans John Short Martin Johnson. The PFM Board Compendium vol. 01 February 2013

#### **Refereed Journals and Book Chapters**

‘The regional dimension of public expenditure in England’ (with David Heald) *Regional Studies*, Vol. 36, 2002, pp. 743–755.

‘The regional distribution of public expenditure in Great Britain, 1967/70 – 19973/74’, *Regional Studies*, Vol. 12, 1978, pp. 499–510.

‘Defence spending in the regions of the UK’, *Regional Studies*, Vol 15, 1981, pp. 101–10.

‘The Northern Region: Borrower or Lender?’, *Northern Economic Review*, No 2, 1982.

‘Public expenditure in the English regions’, in Hogwood, B.W. & Keating, M. (eds), *Regional Government in England*, Oxford, Clarendon Press, 1982, pp. 191–216

‘Public finance and devolution: money flows between government and regions in the United Kingdom’, *Scottish Journal of Political Economy*, Vol 31, 1984, pp. 113–29.

‘Financial Flows in the Regional Context: the Experience of the United Kingdom in Situation and Outlook with Regard to Regional Accounts in the Community, Eurostat, 1984 (Seminar Proceedings from event held in Luxemburg, 30/11 to 3/12/1982).

Other Publications

*The Clyde Submarine Base and its Impact on the Local Economy* (with Greenwood, D.), ASIDES, University of Aberdeen, Aberdeen, 1972.

*The Kinloss and Lossiemouth Airfields and their Impact on the Local Economy* (with Greenwood, D.), ASIDES, University of Aberdeen, Aberdeen, 1972

*Money Flows in the Regions of the UK* (with Nicholas, D.J). Department of Economics Research Paper, University of Durham, Durham, 1980.

*The Developmental Role of Public Expenditure in Regions and Sub-Regions* (with Howard, J.), Centre for Urban and Regional Development Studies, University of Newcastle upon Tyne, Newcastle, 1985, mimeo.