

REPIM Curriculum Vitae – Martin Johnson

RESEARCH ON ECONOMIC POLICY IMPLEMENTATION & MANAGEMENT
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| Name: | Martin Johnson |
| Date of birth: | 1963 |
| Nationality: | British |
| Qualifications: | BA Economics, University of Durham MA Economics, University of Warwick |
| Languages: | English – fluent; French – good; Welsh - good |
| Countries of work experience: | Albania, Bangladesh, Côte d’Ivoire, Gambia, Georgia, India, Kenya, Malawi, Republic of the Maldives, Republic of the Marshall Islands, Morocco, Namibia, Nigeria, Pakistan, Palestinian Occupied Territories, Rwanda, Sierra Leone, Tanzania, Uganda, Zambia, United Kingdom, Ethiopia, Serbia, Romania |
| Professional experience: | |
| 1998 – present | Principal Consultant, REPIM |
| 1992 – 1998 | Senior Economist, Maxwell Stamp |
| 1990 – 1992 | Senior Economist, Ministry of Finance, Uganda (ODI Fellowship) |
| 1991 – 1991 | Visiting Lecturer, Makerere University, Uganda |
| 1988 – 1990 | Research Associate, Development Economics Research Centre, University of Warwick |
| 1987 – 1988 | Research Associate, Department of Industrial Management, University of Newcastle-upon-Tyne |

Martin Johnson has substantial experience of public finance management (PFM) reform, monitoring and evaluation gained through both resident long-term assignments and short-term projects in transition and developing countries. Mr Johnson’s PFM reform experience includes (currently) advising the Palestinian National Authority on design and implementation of an integrated policy, planning and budgeting system, direction of REPIM’s DFID-funded three-year support to the Government of Albania for strengthening public expenditure management and management of the prior DFID project for three years. Mr Johnson led the 2007 PEFA evaluation in Rwanda and has used the PEFA framework as the basis for fiduciary risk assessments (FRAs) of DFID and development partner sector and budget support operations in Rwanda, Malawi and Pakistan and has also used the PEFA framework as the basis for a Financial Management Assessment of the primary education sector in Bangladesh. Mr Johnson’s training experience includes design and delivery of a six-day PFM training course for senior civil servants and representatives from NGOs and civil society in Georgia plus training and mentoring of senior and middle ranking civil servants on a range of PFM reform assignments including in Rwanda, Albania and Palestine. Mr Johnson’s PFM evaluation experience includes evaluation of DFID’s MTBF support to the Government of Pakistan over a ten-year period, reviews of DFID’s Poverty Reduction Budget Support (PRBS) to Pakistan in 2011, including a review of associated technical assistance for PFM reform, evaluation of a five year PFM reform programme in Zambia and evaluation of a proposed approach to strategic budgeting in Serbia. Mr Johnson has advised the Government of Romania on aspects of PFM reform and has carried out a range of PFM diagnostic assignments in Africa, including establishing the groundwork for introducing MTEFs in Sierra Leone and Rwanda. Mr Johnson’s long-term resident experience includes two years as a Senior Economist in the Budget Department of the Ministry of Finance in Uganda under the Overseas Development Institute

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Fellowship Scheme and two and a half years as a Policy Adviser to the Government of the Marshall Islands.

Highlights of Mr. Johnson's career are presented below.

Palestine – Public Finance Management Reform and Training. Currently leading a team advising the Government of the Palestinian Authority on public finance management reform, including the design and implementation of an integrated policy, planning and budgeting system. Assignment focuses in particular on enhancing PFM capabilities within the Ministry of Finance and across government through an advisory, mentoring and training approach.

Pakistan – Project Completion Review. Project Completion Review of five-year reform programme undertaken by provincial government of Khyber Pakhtunkhwa, incorporating public finance management, human resources management, policy & planning and monitoring & evaluation components.

Albania – National Strategy for Development and Integration. Team Leader advising Department for Strategy and Donor Coordination on preparation of the National Strategy for Development and Integration.

Pakistan – MTBF Project Completion Report. Prepared Project Completion Report (PCR) for Phase II of DFID's 10-year support for design and implementation of a medium term budget framework (MTBF) for the Federal Government.

Kosovo – Sector Strategy Guidelines. Prepared guidelines document for ministries carrying out sector strategy design and relating this to planning and budgeting.

Pakistan – Project Completion Evaluation of PRBS II. Carried out project completion evaluation of DFID's Poverty Reduction Budget Support (PRBS) 2009-13.

Malawi – General, Sector and Institutional Fiduciary Risk Assessments (FRAs). Team Leader for 2011 national fiduciary risk assessment (FRA), using the PEFA framework as a basis for this, with regard to DFID and donor partner general budget support as well as FRA analyses with regard to health, education, agriculture, energy, roads, justice Anti-Corruption Bureau and the Malawi Vulnerability Assessment Committee.

Zambia – PEMFA Workshop. Presentation of workshops to senior government officials and donor partners on outcome of recent PEMFA evaluation and implications for PFM reform.

Rwanda – General and Sector Fiduciary Risk Assessments (FRAs). Team Leader for 2011 national fiduciary risk assessment (FRA), using the PEFA framework as a basis for this, with regard to DFID and donor partner general budget support and sector FRAs with regard to sector budget support to health, education and agriculture.

Pakistan – Annual Progress Evaluation of PRBS II. Team Leader for annual progress evaluation of DFID's Poverty Reduction Budget Support (PRBS) 2009-13.

Pakistan – Evaluation of PFM Reform. Carried out annual review (January 2011) of the Government of Pakistan's medium term budget framework (MTBF) reform.

Pakistan – Annual and Project Completion Evaluations of PRBS and Associated TA. Team Leader responsible for carrying out: project completion evaluation of DFID Poverty Reduction Budget Support (PRBS) 2006-08; project completion evaluation of and DFID technical assistance (World Bank administered) to improve PFM; and annual review of DFID PRBS 2009-13.

Bangladesh – Primary Education PFM Assessment. On behalf of World Bank, carried out 'drill-down' assessment of PFM system with regard to primary education sector as part of the preparation for a multi-donor support to the sector. Analysis guided by requirements for fourteen relevant PEFA indicators. Included recommendations to mitigate fiduciary risk associated with weak PFM areas.

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Georgia – PFM Training. Designed and implemented six-day training course in PFM for senior civil servants and representatives from NGOs and civil society.

Zambia – PEMFA Evaluation. Team Leader for the evaluation of a multi-donor funded \$70 million five-year Public Expenditure Management and Financial Accountability (PEMFA) Programme. The PEMFA provides support for reform activities across the PFM spectrum within the Government, including (among others) cash and commitment control, integrated financial management information system (IFMIS), MTEF, and budget preparation and execution, internal audit, external audit and procurement.

Pakistan – Federal, Sector and Programme FRAs. During 2009 and 2010 carried out a series of FRAs on behalf of DFID including an update of the 2004 Federal FRA, a new (2009) Federal FRA and FRAs for DFID's budget support operations in the health and education sectors and for the Maternal and Child Health Programme. Analysis carried out using PEFA methodology.

Results-Based Aid / Financing. Recently co-authored a research paper on major results-based aid and results-based financing schemes on behalf of DFID.

Pakistan – MTBF Monitoring and Evaluation. Has led the monitoring and evaluation of DFID's MTBF support to the Federal Government of Pakistan since 2003, including advice on overall direction of reform, performance of consulting team and future reform plans. Latest evaluation carried out in July 2009.

Pakistan (Punjab) – Education Financial Management Assessment. Carried out a 2009 assessment of financial management systems for the education sector in preparation for a World Bank Specific Investment Loan to support the Punjab Education Sector Reform programme.

Albania – MTBF, Public Investment and Policy Reform Implementation and training. Responsible for directing and managing: production of 14 ministry MTBF guidebooks; preparation of internal ministry rules for MTBF and annual budget preparation; MTBF training programmes; MTBF coaching; and policy advice to MoF. Also co-authoring a Guide Book for the Ministry of Finance which covers, inter alia: budget ceilings setting; the identification of budgetary risks; budget monitoring and evaluation; setting performance indicators; and unit cost analysis. Assignment focused in particular on enhancing PFM capabilities within the Ministry of Finance and across government through an advisory, mentoring and training approach

Rwanda – PEFA Team Leader. Team Leader for the Government of Rwanda PEFA assessment. Responsible for: organising and managing the assessment; liaison with PEFA funders; presentation of launch workshop to stakeholders; analysis of key PFM performance indicators; quality assurance for PFM analysis carried out by team members; drafting and finalisation of the PEFA report; and presentation of PEFA results to stakeholders.

Pakistan – Federal, Provincial and Sector FRAs. Team Leader for preparation of fiduciary risk assessment (FRAs) on behalf of DFID for the federal government, four provincial governments and three sectors. Responsible for: organising and managing the technical work; analysis of FRA based on PEFA assessments; quality control of analysis carried out by team members; completion of final reports; and presentation of results to senior DFID staff.

Albania – Public Expenditure Management Reform and Training. Director (3 years) for Phase III of a DFID supported project to strengthen public expenditure management. Work under Phase III of the project focuses in particular on completion and implementation of new PEM legislation and procedures, capacity building, training and mentoring of Ministry of Finance and line ministry staff as well as staff supporting the Parliamentary public finance committee. Principal author of the budget formulation manual. Assignment focused in particular on enhancing PFM capabilities within the Ministry of Finance and across government through an advisory, mentoring and training approach

Pakistan – Fiduciary Risk Assessment. Team Leader responsible for recommending to DFID how the Fiduciary Risk Assessment (FRA) 8 Good Practice Principles and 15 benchmarks should be scored for the 2006 update of the 2004 FRA. Carried out diagnostic work based on relevant documentation,

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analysis of primary data gathered during fieldwork and interviews with Key Government officials and donor representatives.

Romania – Strengthening Public Expenditure Management Systems. Advised the Government of Romania, under a World Bank administered Dutch TA grant, on improvements to the budget process in preparation for Accession to the European Union. Included preparing recommendations for new budget preparation instructions to improve the ceiling-setting process and facilitate a clearer link with the policy framework.

Serbia – Introduction of Programme Budgeting. Provision of advice to the Ministry of Finance on the role of programme budgeting in the PEM process and the means by which programme budgeting may best be designed and implemented in Serbia.

Serbia – Evaluation of “Joint Project” for Strategic Planning. Carried out evaluation of the Joint Project which designed and introduced strategic planning procedures to the PEM cycle. Prepared recommendations on the design of the next phase of the Project.

Pakistan – Monitoring and Evaluation of MTBF Reform. Assisted DFID in monitoring and evaluating a large public expenditure management reform project over a three year period from 2003. Work included: assessment of the performance of the consulting team; and assessment of the proposed work programmes of the consulting team with regard to the capacities and requirements for reform in Pakistan.

Pakistan – Education Sector Budget Support. Team Leader on a DFID-funded assignment to prepare options and recommendations for the provision of Direct Budget Support (DBS) to the education sector in Pakistan. Work included: analysis of Pakistan and international experience of DBS instruments and lessons applicable; analysis of the fiduciary risk associated with sector-level DBS in Pakistan; advice on appropriate entry points (i.e. level of government) for sector DBS; and advice on design issues.

Albania – Public Expenditure Management Reform. Team leader (3 years) for Phase II of DFID supported project to strengthen public expenditure management. Work under the project includes revision of legislation; design of procedures and regulations to operate under the revised Organic Budget Law; development of a budget manual to reflect new legislation, systems and procedures; and design and implementation of a training programme to make new systems and procedures effective/

Marshall Islands – Fiscal and Economic Policy. Thirty month ADB-funded assignment as resident Economic Policy Adviser to the Marshall Islands Government. Overall objective was to design and assist in implementation of a policy reform program for economic structural adjustment. Particular responsibility for: assisting in public finance; public expenditure management; development of economic and fiscal projections; analysis of revenue impact of taxation reform; macroeconomic and fiscal issues; development of a macroeconomic consistency framework (RIMSIM) for policy analysis; balance of payments issues; and external debt issues. Also provided advice on: trade policy issues; taxation reform (policy and administration); public sector restructuring; policy framework for private sector development; sector policy issues; and public sector investment issues.

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.

Uganda – Budget Support Expenditure Verification. Responsible for verifying Government of Uganda expenditures against direct budget support provided by DFID under the Budget Support Grant 2000-2003.

Pakistan – Design of MTBF. Currently assisting DFID in designing its MTBF TA support to the Federal Government of Pakistan. Responsible for: assessing the nature and scope of the work that will be required for establishing an MTBF in Pakistan; determining the specific TA inputs to support this; and designing the terms of reference for the project.

Tanzania – HIV Strategy Expenditure Systems. DFID-funded member of a World Bank Team working on the design and establishment of the HIV Strategy. Responsible for designing public

sector funding flows under the HIV Strategy, with particular emphasis on integration with the Government budget process.

Maldives – Modelling Fiscal Implications of Development Scenarios. Team member of ADB-funded assignment to produce a prospective development plan. Worked closely with the government's national accounts officer on to identify and assess the various components of the Maldives national accounts data. Re-presented the data with more appropriate deflator information and summarised in a consistent SAM format. Constructed a CGE model, subsequently used to analyse the fiscal implications of various potential development scenarios.

Pakistan – Health And Education Financing. Under DFID support, carried out an analysis of social sector expenditures over the period of the Social Action Programme. Prepared separate papers for the health and education sectors for presentation at the Human Development Forum. Also prepared an analysis of recurrent expenditure requirements to meet education sector enrolment targets in the Pakistan I-PRSP document.

Rwanda – Preparation of Programme Support Document. Responsible for preparation of UNDP's programme support document with regard to the Government of Rwanda's capacity requirements in economic and financial management for implementation of the PRSP.

Rwanda – Preparation of TA Coordination Guidelines. Prepared a paper on behalf of the Government of Rwanda and UNDP which presents recommendations for a productive aid coordination process focussed around the key policy instruments of the PRSP and the MTEF.

Gambia – Public Expenditure Management. Member of DFID team responsible for scoping out DFID's support to the PRSP process in the Gambia. Focussed particularly on economic and public expenditure management issues.

Nigeria – State and Local Government Public Finance. Review of public financial management at the state level as background to preparation of a DFID-financed States and Local Government project (SLGP).

Nigeria – Fiscal Federalism. DFID-funded assignment examining the respective roles of the three tiers of government administration, the fiscal and procedural inter-relationships between each and the associated resource allocation mechanisms.

Pakistan – Social Action Programme. DFID-financed consultant responsible for carrying out an analysis of pro-poor Social Action Programme finances as part of the mid-term review of SAPPPII.

Kenya – HIV AIDS National Strategy. DFID consultant supporting the preparation of the National HIV AIDS Strategic Plan. This involved: analysis of the underlying activities of the plan and the modalities for their implementation; costing of the activities; identification of the likely resource envelope; and establishing proposals for mainstreaming HIV AIDS activities in the regular budget process to ensure sustainable and prioritised funding.

Nigeria – Poverty Reduction Process. DFID consultant assisting in the facilitation of a PRSP process workshop presented to Nigeria Government and other stakeholders..

Pakistan – Provincial Government Fiscal Issues. Member of a World Bank team responsible for carrying out analysis and producing a report on tax policy, fiscal issues, public expenditure management and provincial finances. Analysis concentrated primarily on the Provincial Government of Sindh and the Provincial Government of Punjab and the relationship between these and the Federal Government in the formulation and implementation of policy.

Sierra Leone – Public Finance Reform. Leader of DFID-financed team responsible for supporting the introduction of an MTEF. Work included supporting the work of the team member responsible for analysing the fiscal implications of alternative trade policy scenarios within the 2001 Budget.

Rwanda – Preparation of Budget, Social Sectors Expenditure Review and Establishment of MTEF. Team member of a UK Department for International Development (DFID)-funded exercise to assist the Government with preparation of the 1999 Budget, management of a social sectors expenditure review and establishment of a Medium Term Expenditure Framework (MTEF) approach to public expenditure management. In addition to assisting with preparation of the 1999 Budget, prepared the

Government's MTEF Position Paper and accompanying TA requirements document in collaboration with Ministry of Finance staff. Carried out sensitisation workshops for the MTEF and assisted the Government in finalising the MTEF Position Paper and accompanying documentation.

Sierra Leone – Public Finance Management. Member of a UK Department for International Development (DFID)-funded team assisting in preparation of the 2000 Budget and the Reconstruction Budget. Also responsible for preparation of a diagnostic analysis of public finance management.

Bangladesh – Analysis of Resources for Health Service Expenditures. Member of a United Kingdom Overseas Development Administration (ODA)-funded Health Economics project. Carried out an analysis of resources flowing through and outside of the Government Budget to assess the country's potential to fund various scenarios for health service provision over the coming decade. Also estimated implications of macroeconomic growth scenarios on the evolution of household incomes and health expenditures.

Rwanda – Public Finance and Poverty Alleviation. Co-author of a UNDP-funded document on operationalising the integration of a poverty alleviation strategy into the budget process

India – Development Strategy. Member of a DFID-financed team assisting the state government of Madhya Pradesh in preparing a strategic vision paper for presentation at a multi-donor conference. This included a review of public finance systems in the state and the preparation of potential reform options in this regard.

Nigeria – Poverty Reduction. Represented DFID on a WB pre-appraisal mission for a Community-Based Poverty Initiative project, including analysis of the likely impact of the project on the regular systems and procedures for budget preparation.

Maldives – National Accounting Methodologies. ADB-funded project, identified data weaknesses in the national accounting process, in terms of the age and quality of benchmark surveys used for constructing accounting weights and also in terms of the quality and coverage of data collection techniques. Inconsistencies also identified in accounting methodologies and convention. Above weaknesses outlined in a technical memo to the government.

Marshall Islands – Consultative Group Meeting. Assisted the Government of the Marshall Islands in preparing for its first Consultative Group meeting, hosted by the ADB in Manila.

Malawi – Poverty and Welfare Analysis. Undertook a World Bank-funded assignment to analyse impact of the structural adjustment program in Malawi on the welfare of 'vulnerable groups'. Carried out analysis of consumer income and expenditure information using national agricultural survey data focusing on household land holdings, production and income and expenditure patterns.

Uganda – Programme Budget Support. Responsible for verifying the agreed public expenditure management and other performance criteria relating to DFID's 1999-2000 Programme Budget Support.

Sierra Leone – Programme Aid. Assistance to preparation of DFID's Emergency Budget Support.

Côte d'Ivoire / Ghana / Mauritania – Development of Household Accounting System. Member of team commissioned by World Bank to develop a system of household accounts based on national accounting conventions, and reflecting issues and current debate on the (then-emerging) 1993 SNA. Using raw household survey data, as collected under the World Bank Social Dimensions of Adjustment project in each country, the above methodology was applied to create household-level income and expenditure aggregates for subsequent quantitative analysis. The aggregates data were used in the analysis of income distribution and poverty issues in the respective countries.

Côte d'Ivoire – Design and Presentation of Household Accounts Training Workshop. Member of two-person team to design training program for civil servant economists and statisticians with respect to the theoretical and practical methodologies for creating economic aggregate data (based on national accounting conventions) from raw survey data. Training program delivered to three groups of civil servant economists and statisticians from Ghana, Côte d'Ivoire and Mauritania at a course held in Abidjan Côte d'Ivoire.

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Uganda – Macroeconomic and Fiscal Analysis. Two-year resident assignment as Senior Economist in Ministry of Finance under the Overseas Development Institute's Fellowship Programme. Responsible for monitoring on-going performance of the Budget (expenditures, projections of revenues and cash-flow situation). Liaised with Central Bank to determine the monthly schedule of external debt repayments consistent with the budget, cash-flow and external debt payments strategy. Also provided policy advice and prepared economic briefings and speeches. Part of time devoted to tax policy issues with the Department of Taxation.

Zambia – Public Expenditure Policy and Management. Carried out an assignment to assist DFID in the preparation of disbursement modalities for programme aid. Work involved: analysis of public expenditures, particularly in the social sectors, with regard to agreed conditionalities; analysis of donor expenditures outside the budget framework in the social sectors; analysis of recent budget management and planning reforms; identification of key issues outstanding in reform of the budget process; and the development of a mechanism to account for programme aid expenditure provided as reimbursement for debt service payments.

Rwanda – Public Expenditure Management. Provided analysis and advice on the design of DFID's mechanism for disbursement of annual £10 million budgetary support. Work involved: assessing public expenditure planning design and control; and preparation of background documentation for presentation to the DFID Financing Committee.

Namibia – Modelling Fiscal Impact of Trade Policy Reform. Team member of an African Development Bank (AfDB)-funded trade policy assignment. Summarised national accounts (and appropriate other) data within a consistent social accounting matrix (SAM) format which formed the basis for constructing a computable general equilibrium (CGE) model of the Namibian economy. CGE model subsequently used to model implications (fiscal implications in particular) of various trade policy scenarios vis-à-vis Namibia's economic relationship with South Africa. In particular, the model emphasised the potential fiscal and economy-wide benefits that could accrue if Namibia were to opt out of the Southern Africa Customs Union.

Uganda – Role of STABEX Support in Social Sectors and Poverty Alleviation. Member of team analysing role and use of STABEX funds in the Government Budget on behalf of the European Union. Responsible for assessing effectiveness of STABEX in the support of social sector expenditure, in the alleviation of poverty and in assessing progress of macroeconomic conditionalities of the structural adjustment programme.

Uganda – Design and Presentation of Economics Courses. Part-time lecturer in the Department of Economics at Makerere University. Presented Mathematical Economics course and lectured on the Development Economics course for the final year students.

Morocco / Mauritania – Assessment of Policy Environment. EU STABEX-funded study of fisheries policy in Mauritania. Visited Morocco to carry out a comparative assessment of fisheries policies and development in that country. Responsible for evaluating impact of incentive structure on fisheries industry in Morocco.

Malawi – Financial Sector Constraints to Private Sector Development. AfDB-funded assignment to identify policy requirements for improved investment and private-sector development in Malawi. Responsible for identifying potential financial sector constraints to private sector development.

United Kingdom – Analysis of Staff Recruitment and Turnover. Carried out analysis and prepared report on staff recruitment and turnover for local branch of a national charity, focussing on factors effecting turnover and the policy implications this had for the development of recruitment procedures.

Namibia – Industrial Zone Pre-feasibility Study. AfDB-funded pre-feasibility assignment for the establishment of an industrial zone in the country. Responsible for estimating demand for serviced and non-serviced sites and for cost-benefit analysis to identify the economic viability of each.

United Kingdom – Job-Generation Potential of Small Firms. Undertook research into the job-generation potential of small firms on behalf of the United Kingdom Department of Employment,

making use of large scale private sector survey data.