

RESEARCH ON ECONOMIC POLICY IMPLEMENTATION & MANAGEMENT  
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<b>Name:</b>	RUSSELL CRAIG
<b>Date of birth:</b>	1941
<b>Nationality:</b>	Australia
<b>Qualifications:</b>	Master of Social Science with Honours, University of New England. Coursework and Thesis in Organisational Sociology. Thesis title: For Profit and Pleasure: The Instrumental–Expressive Typology of Organisations, with particular reference to four branches of the NSW Agricultural Bureau. Bachelor of Arts, University of New England (External student) Majors in Sociology and English. Diploma of Theology, NSW Churches of Christ Theological College. Member, Australian Institute of Agricultural Science Australian professional association for agricultural and related sciences.
<b>Languages:</b>	English – fluent
<b>Countries of work experience:</b>	Albania, Australia, Cambodia, China, Cote D’Ivoire, Eritrea, Gambia, Lao PDR, Lesotho, Malawi, Namibia, Nigeria, Pakistan, Palestine, Rwanda, Sierra Leone, South Africa, South Korea, Tanzania, Thailand, Timor–Leste, Uganda, United States of America, Syria, Macedonia, Montenegro, Papua New Guinea
<b>Professional experience:</b>	
<b>1998 – present</b>	Independent consultant associated with REPIM
<b>1996 – 1998</b>	Technical Advisor and Project Leader, Technical assistance to 5th IDA Education Project, Uganda
<b>1994 – 1995</b>	Project Leader, Social Dimensions of Adjustment Project, The Gambia
<b>1993 – 1994</b>	Training Consultant, Social Dimensions of Adjustment Project, The Gambia
<b>1991 – 1992</b>	Operations Expert, Social Dimensions of Adjustment Project, The Gambia
<b>1989 – 1991</b>	Manager Rural Affairs Unit, South Australian Department of Agriculture (Level AO4).
<b>1989 – 1989</b>	Strategic Planner, South Australian Department of Agriculture (Level SO3)
<b>1984 – 1989</b>	Head of Research Section, Senior Secondary Assessment Board (Level AO3)
<b>1982 – 1983</b>	Visiting Research Fellow, Department of Rural Sociology, University of Wisconsin–Madison
<b>1983 – 1984</b>	Corporate Planning officer, Roseworthy Agricultural College.
<b>1976 – 1984</b>	Lecturer and Head of Department, Department of Extension and Education, Roseworthy Agricultural College.
<b>1974 – 1975</b>	Junior Research Fellow, Department of Sociology, University of New England, Armidale
<b>1966 – 1974</b>	Minister, Inverell and Albury Churches of Christ.

**Russell Craig**, an independent consultant associated with REPIM, has had nineteen years development experience advising on public sector policy, management and organisational reforms after a career in Australia as an academic and senior manager in the civil service including two positions in corporate planning. He has worked with a number of key ministries including Finance, Education, Health, Agriculture, and Lands. He worked extensively in Timor Leste in the period 2003-4 as part of the World Bank managed multi sector support program, mainly in the health and education sectors, including the development of the health sector investment program and with health ministries in a variety of roles in South East Asia, the Middle East and Africa. His experience covers public sector finance [including Public Expenditure Reviews and Medium Term Expenditure Frameworks], capacity building, functional reviews, planning, aid co-ordination, staff development and management systems, poverty and national household socio-economic surveys.

Most recently he has specialised in high level strategic planning and coordination and public expenditure management. He has been a Team Leader of large and small scale projects building capacity in Cambodia, The Gambia, Montenegro, Uganda and Papua New Guinea. He has had intensive inputs in institutional development and project planning in Cambodia, Laos, Gambia, Namibia and Uganda. Recent experience includes sector wide approaches and planning, Public Expenditure Reviews and Medium Term Expenditure Frameworks, capacity building, functional reviews, health and education sectors planning and finance, aid co-ordination, staff development and management systems, poverty and national household socio-economic surveys.

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

Nigeria – Education Finance specialist Within the context of the Education Sector Support Program in Nigeria [ESSPIN] provide education finance inputs to a team providing inputs to the Federal Ministry of Education and two state Ministries of Education. In particular advise the Ministries on the introduction of public expenditure reforms and a Medium Term Expenditure Framework for the education sector.

Syria – Education Finance specialist Provide education finance inputs to a team providing large scale reform inputs to the Ministry of Higher Education and the state university and college sector of Syrian Arab Republic. In particular advise the Ministry on the introduction of public expenditure reforms and a Medium Term Expenditure Framework for the higher education sector.

Cambodia – Health Finance specialist . Provided advice and recommendations to MoH and health partners on design and then implementation of the payment of Merit Based Payment Incentives to core central MoH staff. Liaise with all parties and provide advice on the finalisation of a Memorandum of Understanding between government bodies and health parties to incorporate points of agreement on future responsibilities for the payment and monitoring of incentives. Provide a concept note outlining sources and extend of funding by all parties

Rwanda – Education Finance specialist Lead a team of international and local consultants to conduct a Public Expenditure Review of the education sector in Rwanda, focussing on the match of the Ministry of Education's long term planning frameworks with budgetary expenditure, decentralisation, school financial management and capacity building of the Department of Planning staff.

Papua New Guinea – Costing specialist Lead a team of international and local consultants to provide unit costings for education at all levels from Reception to Vocational, across provinces and districts including teaching, teacher training, capital, school operations and administration costs. Design and collect standard basket of costs at school level for school operational costs.

Cambodia – Capacity Building specialist As international input with a team of local consultants train Ministry staff and conduct a functional/operational review of the Ministry of Economy and Finance. Deliver training, provide guidance to local team leader, conduct a stakeholder

consultation and assist with final reporting of process of reviewing the whole Ministry and especially priority functions identified during consultations

Albania – Sector specialist As part of a third stage multi sector Medium Term Budget Program [MTBP] team advise and assist the Ministries of Education, Health and Social Welfare to continue to implement budget planning and development and develop capacity for the Ministries to manage and implement change

Montenegro – Education finance specialist Assist the Ministry of Education and Science's broader strategic goals by more efficient resource allocation while improving educational outcomes by the introduction of a funding formula in the context of decentralization

Macedonia – Education finance specialist Assist the Ministry of Education and Science's (MOES) broader strategic goals by more efficient resource allocation while improving educational outcomes by the introduction of a funding formula in the context of decentralization

Cambodia – Organisation operational review specialist Assist the Council for Administrative Reform to develop a methodology for the implementation of operational reviews in all Ministries in Cambodia, including writing and presenting a training course to Council for Administrative Reform and key Ministries staff, and advising local consultants on conducting three pilot reviews in key Ministries

Cambodia – Capacity Building specialist Assist the World Bank and the Government team to develop a redesigned training component, including full budgets for the Capacity Building Project. Help the team investigate options for best practice capacity development in this context, including setting up a flexible Training Fund to be responsive to line ministries' needs

Cambodia – Planning and Public Expenditure sector specialist Assist the MoH Planning Department to prepare three year rolling plans for the sector and link them to the MTEF process being developed by the Ministry of Finance

Palestine – Public Expenditure Review sector specialist Lead the team in the DFID led Public Expenditure Review of the health sector, and prepare the report for that review

Eritrea – Public Expenditure sector specialist Cost the five year strategic plan for education and prepare the relevant chapter in the strategic plan on the cost and financing of the plan

Pakistan – Education finance specialist Develop an advisory paper to external agencies in the education sector in Pakistan providing options and strategies for direct budget support to the sector.

Timor-Leste – Sector Specialist As part of a small team advise and assist the donors and the government of East Timor on the fulfilment of previous commitments underlying joint donor budget support and assist in the development of the next matrix of commitment for further budget support in the health and education sectors

South Korea – Education Finance specialist Write a seminar background paper on means of financing national EFA plans and provide resource assistance at an international UNESCO seminar in Korea

Timor-Leste – Senior Policy specialist Provide assistance and advice to the Ministry of Education in planning the first National Education Congress and assist in developing the National Education Policy

Namibia – Management and Expenditure Expert Conduct a situation analysis and provide advice to the government on ways of improving cooperation and efficiency between the Ministry of Higher Education and the Ministry of General Education in Namibia

Gambia – Project Preparation Team Leader Lead a team to design an education sector project which is intended to support the PRSP and Sector Strategy through the EFA plan that forms the basis for the Gambia's FTI proposal. It will complement and be designed alongside future support from other development partners through a strengthened SWAp

Albania – Sector Expenditure specialist As part of a multi sector Medium Term Expenditure Framework [MTEF] team advise and assist the Ministries of Education and Health to introduce Medium Term priorities and processes for the budget and develop capacity for the Ministry to manage and implement change

Lao PDR – Project planner Assist the Ministry of Education, Lao PDR and the World Bank to develop the Project Implementation Plan for the Education Development Project II. As part of this assemble the project implementation manual working with the local officials responsible for the

various components and sub components of the project

Timor–Leste – Education Sector specialist, Public Expenditure Review As part of a multi sector Public Expenditure Review [PER] team advised and assisted the Ministry of Education to prioritise and strategise Medium Term priorities for the budget and develop capacity for the Ministry to manage and implement change

Lao PDR – Education Poverty specialist Advised and assisted the Ministry of Education to develop a poverty reduction strategy matrix and text for the National Poverty Eradication Program, and to develop a Situation Analysis for education

Lesotho – Public expenditure specialist, Medium Term Expenditure Framework Introduction Advised and assisted the Ministry of Education to introduce a Medium Term Expenditure Framework approach to the budget and develop capacity for the Ministry to manage and implement change

Uganda – Education Sector Specialist, Medium Term Budget Framework Advised the Ministry of Education and Sport on improvements in the sector Medium Term Budget Framework developed paper which met both MTEF goals and commitments to joint donor assistance to the sector

Uganda – Design of Training Program for Budget Management Led a team to conduct a training needs analysis for budget preparation and management in Ministry of Finance and line ministries and districts and prepare training manuals and tender documents

Gambia – PER Health. Responsible to co–ordinate and facilitate team of health planners in DoSH revising and updating PER. Working closely with senior policy makers to incorporate policy dimension, especially with regard to poverty reduction, in the document

Cambodia – Donor Co–ordination Advisor. Responsible for the co–ordination of donor and NGO responses to the Ministry of Education sector wide strategic plan for development of education nationally, and developing common approaches

Gambia – MTEF/PER. Responsible for writing a proposal for DFID funding for a team to work with the Department of State for Finance and Economic Affairs and the social sector ministries [Education, Health and Agriculture] to assist in the preparation of a series of public expenditure reviews and preparation for the introduction of budget reforms leading to a medium term expenditure framework

Sierra Leone – Education Sector Specialist. Part of a team to introduce a Medium Term Expenditure Framework to the civil service in Sierra Leone. Produced a case study of budget processes in education, and assisted in presentation of workshops to senior civil servants from all sectors.

Gambia – Team leader, Education Management Project. Leading a team to develop an education staff development and appraisal program and associated EMIS, as part of a multi donor sector wide approach for the Department of State for Education

South Africa – Accommodation Specialist. Part of a team preparing an initial input to PPP proposal for school provision in Free State. Produced a report recommending options for meeting the school infrastructure deficit in the medium term.

Nigeria – Education Sector Specialist. Part of a team to develop a project document for a two year Education Sector Analysis in Nigeria, as part of a multi donor, sector wide development strategy for the whole education sector.

Malawi – Education Finance Specialist, MTEF Support. DFID–funded sector specialist and part of a team to review and develop the MTEF process in the Ministry of Finance and associated line ministries for the Government of Malawi.

Cambodia – Education Finance Specialist, Education Sector Review. AsDB–funded member of team to conduct a sector performance review and prepare a sector wide strategic approach for the Ministry of Education, Youth and Sports.

Rwanda – Education Specialist Public Expenditure Review. DfID–funded project, providing an update for the previous PER for the Ministry of Education, and to provide advice on moving education towards an MTEF approach.

Malawi – Education Finance Specialist, Medium Term Expenditure Framework. [Danida] Part of team to provide advice on implementation and planning of MTEF for the Ministry of Education.

Malawi – Education Economist, Teacher Development Program Review. [DfID] Part of annual review team of large scale basic education project.

Tanzania – Education Specialist Public Expenditure Review. [DfID] Responsible for primary, secondary and teacher education, and review of Sector Development Plan in PER, working with local Ministry staff and consultants.

Rwanda – Education Specialist Public Expenditure Review. [DfID] Responsible for drafting education chapter in PER, working with local Ministry staff and consultants

Tanzania – Education Specialist Secondary Education Planning. [DfID] Responsible for drafting secondary education component of education strategic plan, working with local Ministry staff and consultants.

Uganda – Technical Advisor and Project Leader, Technical assistance to 5<sup>th</sup> IDA Education Project. Responsible for leadership and administration of an institutional strengthening project to develop the planning and management skills of the Education Planning Department in the Ministry of Education and provide technical assistance to the Project Implementation Unit.

Gambia – Poverty Alleviation. African Development Bank funded member of Project Preparation Team for development of Social Fund for Poverty Alleviation in The Gambia.

Uganda – Project Evaluation. Short term consultant, Danida Member of Project Evaluation team to evaluate proposal to provide Danida assistance to Bureau of Statistics in Uganda.

Uganda – Ministry of Education Operational Manual. Leader of Project Team to write operational manual for Ministry of Education/UNICEF educational program.

Gambia – Social Dimensions of Adjustment. Resident Project Leader, Social Dimensions of Adjustment Project, The Gambia Responsible for leadership and administration of an institutional strengthening project to develop the capacity of the Central Statistics Department to design, collect, analyse and report on household socio-economic characteristics and strengthen the planning units of the Ministries of Health and Social Welfare, Education and the Women's Bureau. Local staffing of 40 persons.

African Development Bank – Short term consultant. Co-authored Bank's 1995 World Environment Day paper on social aspects of the environmental situation in Africa.

Gambia – Organisational Development. ActionAid Facilitator for a workshop to prepare plan for the evaluation of the organisation's development activities in one Development Area over the past fifteen years; this included developing the plan, helping prepare the evaluation instruments and advising on the methodology for data collection and analysis.

Gambia – Poverty Data. Short term consultant, ActionAid, prepared and designed project to collect household level data on poverty for 2000 households in ActionAid development regions.

Gambia – Capacity Building. Training Consultant, Social Dimensions of Adjustment Project, responsible for preparation and presentation of four computer based training courses on data analysis and data presentation. Each course lasted 10 weeks and included middle level civil servants involved in statistics and planning.

Gambia – Institutional Strengthening. Resident Operations Expert, Social Dimensions of Adjustment Project, Institutional strengthening responsibilities for Central Statistics Department, Planning Units in Health and Education and the Research Unit in the Women's Bureau. Working in Central Statistics Department and responsible for the development of data collection instruments and the development of data entry and analysis systems for a range of linked surveys at the household and community level.

Australia – Agriculture Sector Administration. Manager Rural Affairs Unit, South Australian Department of Agriculture (Level AO4). Responsible for the provision of a wide range of human services and training and development functions located in the Department. Also included the Rural Adjustment Co-ordination Service, and a range of Social Research functions for the Department.

Australia – Agriculture Sector Strategic Planning. Strategic Planner, South Australian Department of Agriculture (Level SO3) Responsible for strategic and corporate planning in the Department, reporting to the Director of Policy and Planning.

Australia – Education Sector Research Management. Head of Research Section, Senior Secondary Assessment Board (Level AO3) Responsible for the research programme of the Board and the management of research personnel. This organisation was responsible for curriculum development, assessment and certification of all senior secondary students in the State, and several other territories. Reporting to the Assistant Director.

## **REPIM Curriculum Vitae – Russell Craig**

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Australia – Agriculture and Gender. Consultant Rural Sociologist. Undertaking contract rural sociology, majoring in aspects of the farm family, the role and position of women in agriculture and in environmental sociology in rural areas.

USA – Agriculture and Social Welfare. Visiting Research Fellow, Department of Rural Sociology, University of Wisconsin–Madison. Principal areas of research included rural social welfare, changing structure of agriculture, environmental issues.

USA – Strategic Planning. Corporate Planning officer, Roseworthy Agricultural College. Responsible for developing corporate and strategic plans for the College. Reporting to director. Half time position in conjunction with Head of Department.

USA – Agricultural Sociology. Lecturer and Head of Department, Department of Extension and Education, Roseworthy Agricultural College. First sociologist employed by the institution. Developed and presented courses in agricultural and environmental sociology, communications and business organisations and psychology. Elected as Head of Department, Supervised the Rural Education Research Unit. Course leader for Graduate Diploma in Agriculture.

Australia – Agricultural Research. Junior Research Fellow, Department of Sociology, University of New England, Armidale. Conducted research program into the foundation and current status of the Agricultural Bureau in Australia.

**Publications and Papers**

Published 62 monographs, chapters, working papers and articles. Presented over 40 conference papers at regional, national and international conferences in Australia, New Zealand, United States, Great Britain and Mexico.

Major fields include:

- Environment and Planning (8 published, 3 conference papers]
- Rural Welfare and Human Services (14 published, 16 conference papers)
- Education (22 published 4 conference papers)
- Rural Labour and Workforce (2 published, 8 conference papers)
- Organisations and Management (13 published, 5 conference papers)
- Agriculture (3 published, 4 conference papers)