

## *Curriculum Vitae*

### **Timothy Stephen Williamson**

**Managing Director, Praxis Development Limited**

PO Box 35239, Kampala, Uganda

**Research Associate, Overseas Development Institute**

111 Westminster Bridge Road, London SE1 7JD UK

**ODI Tel:** +44 (0)207 922 0300

**Direct Tel:** +256 (0)772 422 777

**Email:** [tim@praxisdevelopment.net](mailto:tim@praxisdevelopment.net)

**Nationality:** British

**DOB:** 22 April 1975

### **Qualifications**

1997-98

MSc Economics (Distinction), University of Nottingham, UK

1994-97

BA (Hons) Economics, University of Nottingham, UK

### **Areas of Experience and Expertise**

#### **Public**

- Strategic planning

#### **Expenditure Management**

- Medium Term Expenditure Frameworks
- Pro-poor budgeting and virtual poverty funds
- Results oriented public expenditure management
- Public Financial Management Diagnostics

#### **Fiscal**

#### **Decentralisation**

- Decentralised development planning and budgeting
- Inter-governmental fiscal transfers
- Accountability mechanisms in decentralised service delivery

#### **Sectoral public finance & service delivery**

- The links between sector strategy, poverty reduction strategy papers and the budget process
- Performance measurement and accountability in service delivery
- Water and Sanitation, Health, Education and Productive Sectors

#### **Aid Instruments and Effectiveness Training**

- Effective design, use and evaluation of Aid instruments, in particular general budget support
- Aid harmonisation and alignment
- Training on public expenditure management, medium term expenditure frameworks and fiscal decentralisation.

#### **Countries**

- Uganda, Pakistan, Gabon, Kenya, South Africa, Tanzania, Jamaica, Rwanda, Ghana, Southern Sudan

#### **Development Partners**

- World Bank, IMF, Ireland Aid, BTC, DANIDA, EC, SIDA, DFID, UNDP, Asian Development Bank, Norway, GTZ.

### **Career**

2007

#### **Research Associate, Overseas Development Institute**

- **Tanzania Scenario Analysis (ongoing)**

**Providing technical support to the Planning and Budget Guidelines Committee in Tanzania on the introduction of a aid scenarios into the budget process to help them manage aid unpredictability and improve strategic resource allocation.**

- **Sindh Education Reform Programme (ongoing)**

**Providing support on budget reform in the Education sector at the provincial and district levels as part of a five year EC funded project providing technical assistance to the Sindh Education Reform Programme in Pakistan.**

- **Study on Aid Instruments at the Sector Level (ongoing)**

**Led a study on the effectiveness aid instruments and coordination mechanisms at the sector level, drawing from case studies in Mozambique, Uganda and Tanzania. This formed part of a wider research programme on Aid and Governance led by ODI for the Advisory Board of Ireland Aid.**

- **Balochistan Devolved Service Delivery and Governance (ongoing)**

**Part of a World Bank team designing an operation to support local service delivery and governance in Balochistan Province, Pakistan, working on fiscal transfers, local**

2006

**government public financial management, and performance assessment.**

▪ **Links Between PRSP and Budget Reporting (ongoing)**

Part of a comparative research project documenting experience in nine countries (Albania, Mali, Malawi, Uganda, Tanzania, Rwanda, Mozambique, Madagascar, Burkina Faso) on efforts to integrate reporting on budget expenditures and reporting on PRS implementation, in order to strengthen domestic accountability. Involved in the coordination of the project, carried out case studies in Uganda and Tanzania, and am part of the synthesis team. Currently leading the preparation of a guidance note drawing from the Lessons from Minding the Gaps.

▪ **Uganda Development Partner Division of Labour**

Part of a team which carried out an exercise which aims to improve Development Partner selectivity and ultimately achieve greater efficiency and effectiveness in the delivery of aid in Uganda. It is intended to help promote key partnership principles; in particular: that Development Partners should work in fewer sectors, in line with areas of comparative advantage; and that transaction costs can be reduced by employing a lead development partners approach. Funded by DFID.

▪ **Rwanda Planning and Budgeting**

Currently developing systems and guidelines for local government planning and budgeting in conjunction with the Finance and Local Government Ministries. Also Led a team in September 2005 evaluating a Belgian technical assistance project supporting strategic planning and budgeting in the Ministry of Finance and Economic Planning in Rwanda.

▪ **Evaluations of General Budget Support in Ghana, Uganda, Tanzania**

Involved in evaluations of budget support in Uganda, Tanzania, and Ghana (ongoing). The evaluation in Uganda was part of a wider evaluation of Budget Support being carried out in 7 different countries. The evaluations aim to assess whether GBS is an efficient and effective aid modality for recipient country governments and for budget support donors and make recommendations for the future development of the instrument. The evaluations also assess whether GBS has contributed toward achieving sustainable impacts on poverty reduction and growth.

▪ **Uganda Financial Management and Accountability Programme**

Part of team which carried out an appraisal of the programme, and assisted the development of the framework for multi-donor financial support and dialogue with the Government of Uganda for public financial management.

▪ **Assessing Local Government Public Financial Management Systems in Uganda**

Led teams in 2005 and 2004 assessing financial management performance in Ugandan Local Government. In 2005 this has involved adapting and using the PEFA PFM performance assessment framework in a local government context. In 2004 this formed part of the Uganda Country Integrated Fiduciary Assessment. These built on a previous study I was involved in on Local Government financial management that fed into the 2003 Public Expenditure Review, which also involved developing principles for benchmarking of sector performance.

▪ **Uganda Planning and Budgeting Training**

In September 2005 carried out two training courses on sector planning and budgeting and output oriented budgeting for line ministry and ministry of finance staff.

▪ **Notional Allocation of Poverty Reduction Budget Support**

Took part in an exercise to develop a systematic methodology to allocate un-earmarked PRBS notionally to sectors, thus enabling DFID to report domestic constituents on the use of PRBS.

▪ **Aid Instruments and DFID support to Maternal and Neonatal Health in Pakistan**

DFID is planning to support the Government of Pakistan in its pursuit of reducing maternal and neonatal mortality and morbidity. Part of the programme design team, specifically advising on how an appropriate mix of aid instruments can be developed in support of the sustained improvements of the health service delivery systems, and outcomes.

▪ **South Africa Water Services Sector Collaboration Review**

Part of a team examining the innovative collaborative approaches the water services sector which have facilitated reform processes and coherence in delivery, with a view to learning lessons and sharing experiences with stakeholders within South Africa and elsewhere.

▪ **Devolved Service Delivery in Pakistan**

Led a team examining the impact of the new devolution system on social service delivery, focusing on Health, Education and Water and Sanitation sectors. This study, funded jointly by ADB and DfID, provided practical recommendations on how the sector service delivery and devolution processes can be mutually reinforced, and how donors and higher levels of government can better align themselves in support of devolution. It was carried out in two provinces, Punjab (report completed in May), and North West Frontier Province.

▪ **Joint Annual Review of Decentralisation in Uganda**

Part of a team reviewing the implementation of decentralisation in Uganda, which examined thematic issues relating to the institutional, fiscal and service delivery aspects of the reforms.

2005

2004

This fed into the first annual review of decentralisation conference and a consolidated action plan for the future implementation of decentralisation.

- **Tracking Financial Flows to Education for All in Uganda**

Case study prepared in advance of the Education for All/Fast Track Initiative High Level Forum in November, 2004, investigating donor funding towards Education for All (EFA) activities in Uganda. This study sought to test a framework to account for all donor contributions to the initiative and to monitor trends in EFA funding to determine whether it is increasing or decreasing over time.

- **Water and Sanitation Sector and Poverty Reduction Strategy Papers**

Developed a guidance note on good practice in the incorporation of the water and sanitation sector into PRSPs for the Water and Sanitation Programme, Africa, and how sector stakeholders might better engage with PRSP processes in Sub-Saharan Africa. It contends that integration will be best achieved through development of sectoral programmes, which will also assist in improving the efficiency and effectiveness of sector interventions.

- **Donor Accountability**

Part of a team writing a short paper for the OECD-DAC Working Group on Aid Effectiveness and Donor Practices outlining possible principles to improve donor accountability and predictability of aid flows through alignment with recipient countries planning and budgetary cycles.

**Independent Consultancy & Advisory Work** – since 2006 mostly with Praxis Development Ltd

2007

- **Support to the introduction of Programme Budgeting in Uganda (ongoing)**

Provided advice, and supporting the Ministry of Finance, Planning and Development in the introduction of programme budgeting and the development of associated guidelines and formats, and assisting in training line ministries over the 2008 budget process.

- **Training in Public Financial Management for Ireland Aid Staff**

Conducted a four day training course on Public Financial Management for Ireland aid staff from their Uganda and Zambia Office. The interactive course covered budget formulation, budget execution, accounting and audit, the role of aid and approaches to strengthening PFM.

- **Support to the Government of Southern Sudan Ministry of Finance (ongoing)**

Provided support to the Ministry of Finance during the process of formulating the 2008 budget. This involved assisting in the development of simple budget formats and guidelines, training of line ministry of staff and assisting in the compilation of the budget estimates.

- **Support to Development Partner PFM Group in Uganda (ongoing)**

Since 2006, have provided technical advice to the DP Public Financial Management Group on PFM reform; conducting training; and assisting with dialogue with the Government of Uganda

- **Aid on Budget**

Carried out a Ugandan case study on the degree to which Aid uses government public financial management systems. This formed part of wider research for the Collaborative African Budget Reform Initiative (CABRI).

- **Resource Person for CABRI/World Bank Institute Training Seminar**

At a Seminar for African budget officials in Pretoria, presented the case of the Ugandan budget cycle, and facilitated sessions on cash management and fiscal decentralisation.

- **Kenya Budget Process support to the Water Sector**

2006

Providing technical support to the Kenyan Ministry of Water and Irrigation, advising the ministry during the formulation process for the 2006/07 budget.

- **Uganda Local Government Strategic Investment Plan**

Part of a team finalising Uganda's Local Government Strategic Investment Plan, focusing on the overall objectives, policy actions and results, and a component focused on strengthening LG public financial management.

2005

- **Gabon Public Expenditure Review**

Part of a World Bank team reviewing Gabon's Public Expenditure, assessing the effectiveness of their systems for allocating, spending and accounting for public resources.

2004

- **IMF Public Expenditure Management Advisor Supporting the Fiscal Decentralisation Strategy implementation in Uganda**

Providing part time technical advice to the Ugandan Ministry of Finance in designing and implementing a budget reporting system under the FDS, under the auspices of the East African Technical Assistance Centre of the IMF.

2002 - 03

**Researcher, Overseas Development Institute**

▪ **Results Oriented Expenditure Management**

Worked on ODI's recent cross country research on the use of results based frameworks in expenditure management. This included authoring a case study on the use of results based practices in Uganda in central & local government, focusing on the Health & Education sectors.

▪ **Performance Based Grant Systems and Service Delivery**

Provision technical support and training to Provincial Finance Commissions in Pakistan on the development of performance based funding of local governments, and the integrated financing of vertical programmes within the federal government structures.

▪ **Decentralised Expenditure Management**

Team leader for the detailed design of budgeting and financial management modalities for local governments, and the writing of the associated guidelines under Uganda's Fiscal Decentralisation Strategy, which incorporates the following elements: results oriented, medium term planning and budgeting framework; inter and intra sector prioritisation modalities; fiscal transfers; cashflow management; commitment control; and internal and external financial and output reporting.

▪ **Water and Sanitation Sector and Poverty Reduction Strategy Papers**

Led a study for the Water and Sanitation Programme, Africa, investigating the reasons behind the poor integration of the Water and Sanitation Sector into PRSPs in Sub-Saharan Africa. Also participated in a broader joint cross-country ODI-Water Aid-WSP research programme on the Water and Sanitation Sector and PRSPs, in which I assisted in the drafting of the Uganda case study and the overall synthesis.

▪ **Training in Public Expenditure Management in Jamaica and Pakistan**

Carried out training of Federal Government Officials in Pakistan on the implementation of Medium Term Expenditure Frameworks in August 2003 and conducted a two week course on Public Expenditure Management for the Public Expenditure Division of the Ministry of Finance in Jamaica in September 2003.

▪ **Virtual Poverty Funds and Pro-Poor Budgeting**

Lead author of a paper critically evaluating the performance of the Poverty Action Fund in Uganda as an instrument for pro-poor expenditure reform, drawing lessons for the formation of virtual poverty funds in other HIPC countries.

2002

**Independent Consultant**

▪ **Design of Second Local Government Development Programme, Ministry of Local Government, Uganda**

Team member designing a World Bank Supported Programme. Responsible for a component aimed at supporting the establishment of common programming and review processes for decentralisation, and setting out modalities for the World Bank to move towards a policy-based budget support instrument for decentralisation.

▪ **Study reviewing the performance of the Poverty Action Fund in Uganda**

Conducted a critical review of the Poverty Action Fund, with proposals for improving the mechanisms for long term planning, and the medium term budgeting framework for implementing Uganda's Poverty Eradication Action Plan.

2000-02

**Technical Assistant** to Poverty Action Fund / Fiscal Decentralisation, Ministry of Finance Planning & Economic Development, Uganda

▪ **Fiscal Decentralisation**

Assisted in the development of Uganda's Fiscal Decentralisation Strategy; the development of streamlined fiscal transfer mechanisms for financing local governments; modalities to promote achievement of national poverty reduction targets within a decentralised framework; processes for aligning sector policies with a decentralised policy framework; incentive frameworks for improving local governance; integrated participatory local government planning & budgeting; monitoring & evaluation and financial management systems; provision of public information to promote local accountability; donor coordination; role of NGOs & civil society in strengthening decentralisation; and policy development and consensus building.

▪ **Poverty Action Fund (Pro Poor Public Expenditure Management)**

The development of explicit criteria for defining poverty reducing expenditures; mechanisms for prioritisation of poverty within the overall Medium Term Expenditure Framework, and within sector investment plans; participation in the development of Uganda's PRSP; streamlining modalities for donor support for PRSP implementation; poverty monitoring and development of indicators; strategic communications for publicising Poverty Reduction Programmes.

1998-2000

**Economist** (ODI Fellowship), Ministry of Finance Planning & Economic Development, Uganda

▪ **Poverty Action Fund (Pro Poor Public Expenditure Management)**

The development and management of a mechanism for the transparent budgeting and

accounting for poverty reducing expenditures, supported by HIPC debt relief and donor funds; budgeting for priority poverty programmes within Medium Term Expenditure Framework; poverty policy analysis; design & implementation of uniform framework for activity based planning, reporting, monitoring & accountability for decentralised poverty programmes; training of Local Governments; monitoring & evaluation systems; training of Local Government officials; short term consultancy management; arrangement of stakeholder meetings.

▪ **Water & Sanitation Sector**

Co-ordination of sector planning and budgeting; sector policy analysis; advice to policy makers & implementers; decentralised programme design, management & appraisal; sector reform (including utility reform, private sector participation); demand driven approaches.

## **Selected publications, reports and policy documents**

- April 2007 "Minding the Gaps - Integrating Reporting on PRS and Budget Implementation, Synthesis Report" with Paolo de Renzio, World Bank, Washington
- July 2006 "Poverty Reduction Strategy - Budget Links, Tanzania Case Study", ODI, London (draft)
- July 2006 "Poverty Reduction Strategy - Budget Links, Uganda Case Study", ODI, London (draft)
- May 2006, "Joint Evaluation of General Budget Support 1994-2004: Uganda Country Report", with Stephen Lister et al, Glasgow, DFID
- April 2006 "General Budget Support and Public Financial Management Reform: Emerging Lessons from Tanzania and Uganda" in Koeberle et al (eds) "Budget Support as More Effective Aid", World Bank, Washington
- April 2006, "Does General Budget Support Work? Evidence from Tanzania" with Andrew Lawson, David Booth, Meleki Msuya, Samuel Wangwe in Koeberle et al (eds) "Budget Support as More Effective Aid", World Bank, Washington
- March 2006 "**Pro-Poor Public Spending Reform - Uganda's Virtual Poverty Fund**, PREM Note No 108" with Sudharshan Canagarajah, World Bank, Washington
- January 2006, "Mid Term Evaluation of Belgian Support to Institutional Strengthening of the Strategic Planning Process in Rwanda", with Emmanuel Ndahimana, ODI, London
- August 2005, "Notional Allocation of Poverty Reduction Budget Support", with Karin Christiansen and Alina Rocha Menocal, Report prepared for DFID, London
- July 2005, "Review of Sector Collaboration in the Water Services Sector, South Africa", with David Jones, Water Information Network/Department for Water Affairs, South Africa
- July 2005, "Improving Devolved Social Service Delivery in NWFP and Punjab", Asian Development Bank, Pakistan July 2005
- April 2005, "Joint Evaluation of General Budget Support to Tanzania" with Andrew Lawson, David Booth, Meleki Msuya, Samuel Wangwe, Overseas Development Institute, London, and Daima Associates, Dar es Salaam
- September, 2004 "Incorporating the Water and Sanitation Sector into the Formulation and Implementation of Poverty Reduction Strategies in Sub-Saharan Africa A Road-Map", report prepared for the Water and Sanitation Programme, Africa
- August 2004, "The Republic of Uganda Country Integrated Fiduciary Assessment, Volume V: Local Government Integrated Fiduciary Assessment", *World Bank*
- May 2004 "Devolution and Service Delivery in Punjab" Background Paper for the Punjab Economic Report commissioned by the Asian Development Bank
- February 2004 "Accounting for Aid A review of current practices and some suggestions for future improvement", with Paolo de Renzio and Samantha Smith, scoping paper for the Joint Venture on Public Financial Management of the OECD Development Assistance Committee
- December 2003, "Performance Based Grant Systems" A set of 4 briefs on international practice prepared for Pakistani Provincial Finance Commissions, Decentralisation Support Programme, Pakistan
- July 2003, "Virtual Poverty Funds and Pro-Poor Spending Reform – Lessons from the Poverty Action Fund in Uganda", *Development Policy Review*, Vol. 21, no.4, with Sudharshan Canagarajah
- July 2003, "Reasons behind the poor integration of the water and sanitation sector in PRSPs in Sub-Saharan Africa" (draft), paper prepared for the Water and Sanitation Programme, Africa with Tom Slaymaker and Peter Newborne.
- June 2003, "Draft Budget Implementation Guidelines for Districts and Urban Authorities", Ministry of Local Government, Uganda
- March 2003, "Local Government Financial Management" -report prepared for the Ministry of Finance Planning and Economic Development (Contributor).
- March 2003, "Targets and Results in Public Sector Management – Uganda Case Study", ODI Working Paper no. 205.
- November 2002, "Draft Budget Guidelines for Districts and Urban Authorities", Ministry of Local Government, Uganda
- April 2002, "Financing Poverty Reduction in Uganda – A review of the Poverty Action Fund" (co-author with Muhoro Ndungu)
- March 2002, "Fiscal Decentralisation In Uganda – draft Strategy Paper, Fiscal Decentralisation Working Group (Contributor)
- Feb 2002, "Operational Modalities for The Poverty Action Fund", Ministry of Finance Planning & Economic Development
- Feb 2001, "Fighting Poverty in Uganda – the Poverty Action Fund", Ministry of Finance Planning & Economic Development (Contributor)
- April 2000, "Poverty Action Fund - Guidelines for the Planning & Operation of Conditional Grants", Ministry of Finance Planning & Economic Development