

Marc Robinson: Consulting and Training Experience



Dr. Marc Robinson is a senior consultant who specializes in public finances – and more specifically, in public financial management (PFM), fiscal policy, performance management and expenditure policy. Before becoming a consultant, he was a staff economist in the Fiscal Affairs Department of the International Monetary Fund (IMF) and, earlier on, a senior civil servant and professor of economics in Australia. Marc is a member of the [OECD Advisory Panel on Budgeting and Public Expenditures](#), and also of the IMF Panel of Fiscal Experts. His website (where a CV may be found) is pfmresults.com.

Consulting Expertise and Experience

Dr. Robinson has worked with finance and other key ministries in many countries – ranging from European Union members to middle and low-income nations – to:

- Design, implement and improve performance budgeting and management systems,
- Develop effective spending review systems,
- Improve budget preparation processes more generally, including in areas such as medium-term budgeting, top-down budgeting and capital budgeting,
- Improve fiscal policy and fiscal transparency, and
- Develop and implement public financial management (PFM) reform strategies.

Marc has undertaken several major long-term consultancies for the Abu Dhabi Ministry of Finance to reform budget preparation processes and to design and implement systems for performance budgeting. As part of these engagements, he prepared a comprehensive budgeting manual for Abu Dhabi, including detailed sections on the overall process, the budget calendar, ceilings setting, capital budget, spending review and performance budgeting. Another example of a consultancy undertaken directly for national governments is his leadership in 2015 of a team which advised the South African National Treasury on enhancing its spending review process.

Dr. Robinson's many consultancy engagements for the World Bank include several years as Chief Technical Advisor to the World Bank-managed PFM Analytic and Advisory Assistance program in Vietnam. In this role, he oversaw strategy and implementation for the World Bank's Vietnam PFM reform program, including fiscal policy, budget preparation, budget execution, accounting and financial reporting.

Other World Bank consultancies he has undertaken include: Azerbaijan (performance budgeting); Algeria (performance indicators); Russian Federation (spending review); Turkey (building evaluation as part of a program budgeting system); Vietnam (leadership of the PFM component of Public Expenditure Review); India (PFM reform strategy and program classification); Romania (capital budgeting); Poland (fiscal rules, spending review, medium term budgeting and performance budgeting); Brazil (spending review); Bangladesh (led independent review of World Bank-managed multi-donor PFM reform program); South African (performance budgeting); Belarus (budget reform); and Indonesia (improvement of parliamentary budget process).

As a consultant to (and previously as a staff member of) the IMF, Marc provided technical assistance to a wide range of countries – ranging from Haiti to Italy – on performance budgeting, medium-term budgeting, fiscal policy, PFM reform strategy, and other aspects of budgeting reform. He undertook extensive technical assistance work for East African governments covered by the IMF's East Africa Regional Technical Assistance Center (East AFRITAC) over the period 2010-2014 (and has worked in twelve sub-Saharan African countries in total over the years). More recent missions undertaken on behalf of the IMF include Egypt (top-down budgeting and program budgeting) and Malaysia (spending review).

For the OECD, Marc has over the years prepared three influential commissioned papers – on public finance challenges in the post-COVID era (2022); spending review processes (2013); and PFM reform in OECD countries (2015). In 2011, he was a member of the OECD team that advised the Chilean Ministry of Finance on budgeting reform.

For the Inter-American Development Bank, Marc undertook reviews of the Uruguay budget system, and prepared a paper reviewing international experience in performance budgeting. He was also during 2002-4 a member of the Technical Advisory Panel, Financial Management and Accountability, African Capacity Building Foundation.

Training Experience

Dr. Robinson is an accomplished trainer and presenter. The PFM training courses he has developed and presented for senior civil servants include:

- A suite of performance budgeting courses for delivery by the “CLEAR” regional centers in Africa, China, Latin America, and South Asia.
- The performance budgeting component of the Duke University Center for International Development Annual “BUDGET” Program in 2011 and 2012.
- Principal presenter for APEC seminar and workshop on “Improving Strategies for Fiscal Sustainability and Economic Recovery”, Kuala Lumpur 2009.
- IMF Institute courses delivered in Washington and affiliated centers around the world.
- Extensive training activities in the East African region for East AFRITAC (IMF).
- Executive training seminars to public sector managers in nine cities throughout Australia on public budgeting, performance measurement and other public sector financial management issues during 2000-2004.

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