

## 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. Prior to 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 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](http://pfmresults.com).

### Consulting Expertise and Experience

Dr. Robinson has consulted on to more than thirty countries – ranging from European Union members to middle and low-income countries – working with them to:

- Design, implement and improve performance budgeting and management systems,
- Improve budget preparation processes, including in areas including spending review, 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.

These consulting projects have been undertaken either directly for national governments, or on behalf of international organizations (the World Bank, IMF, Inter-American Development Bank, and OECD).

Work Marc has undertaken directly for governments includes several major long-term consultancies for the Abu Dhabi Ministry of Finance to reform budget preparation processes generally, 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. An example of the other consultancies 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 most recent consultancy engagement for the World Bank was as Chief Technical Advisor to the World Bank-managed PFM Analytic and Advisory Assistance program in Vietnam between (April 2016-December 2018). In this role, he oversaw strategy and implementation for the World Bank's Vietnam PFM reform program — a broad program covering fiscal policy, budget preparation, budget execution, accounting and financial reporting.

Other World Bank consultancies he has undertaken include: Vietnam (leadership of the PFM component of Public Expenditure Review, 2015); Indian Ministry of Finance (PFM reform strategy and program classification, 2012-15); Romania (capital budgeting, 2015); Polish Ministry of Finance (fiscal rules, spending review, medium term budgeting and

performance budgeting, 2009-2016); Brazil (spending review, 2013); Bangladesh (led independent review of World Bank-managed multi-donor PFM reform program, 2013); South African National Treasury (performance budgeting, 2012); Belarus (budget reform 2011-12); and Indonesian parliament (improvement of parliamentary budget process, 2004).

As a consultant to (and previously as a staff member of) the IMF, Marc has 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, 2017 and 2019) and Malaysia (spending review, 2016).

OECD consultancies undertaken include advice to the Chilean Ministry of Finance on budgeting reform (2011), and the preparation commissioned papers on spending review processes (2013) and on PFM reform in OECD countries (2015). For the Inter-American Development Bank, Marc undertook a review of the Uruguay budget system in late 2017, and followed this up with a further advisory engagement in March 2019.

Marc was during 2002-4 a member of the Technical Advisory Panel, Financial Management and Accountability, African Capacity Building Foundation.

### **Training Experience**

Dr. Robinson has developed and delivered PFM training courses for senior civil servants including:

- 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.

### **Contact Details**

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