

Marc Robinson: Curriculum Vitae



Dr. Marc Robinson is a senior consultant with extensive experience in budgeting, public financial management (PFM) and fiscal policy. He was previously a senior civil servant and professor of economics Australia, and a staff economist in the Fiscal Affairs Department of the International Monetary Fund (IMF). His website is pfmresults.com.

Dr. Robinson is a member of the [OECD Advisory Panel on Budgeting and Public Expenditures](#), and also of the IMF's Panel of Fiscal Experts.

Marc has consulted on budgeting and fiscal policy matters to more than thirty countries – ranging from European Union members to middle and low-income countries – working with them to:

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

Marc has published extensively on public financial management, performance budgeting, fiscal policy and government accounting. He has been a keynote speaker at many conferences and symposiums held by diverse entities including the European Union, OECD, APEC, NATO and a number of ministries of finance. He also has extensive past experience as an executive trainer, and has presented courses to senior civil servants at the IMF Institute, the World Bank and Duke University.

He holds a PhD from the Australian National University, a Masters in Economics from the University of Melbourne, and a BA (first class honors) from the University of Sydney.

In addition to English, Dr. Robinson speaks and writes fluent French, and intermediate-level Spanish. He holds dual Australian and Swiss citizenship.

Technical Assistance and Consulting

Dr. Robinson has undertaken many consulting projects both directly for national governments, and on behalf of international organizations (the World Bank, IMF, Inter-American Development Bank, and OECD).

He has undertaken several major long-term consultancies for the Abu Dhabi Ministry of Finance to reform budget preparation processes generally, and in particular 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. Amongst 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. Earlier in his career, Dr Robinson also conducted several consultancies for Australian governments.

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 2106-December 2018). In this role, he oversaw strategy and implementation for the entire World Bank PFM reform program, including fiscal policy, budget preparation, budget execution, accounting and financial reporting.

Other World Bank consultancies he has undertaken are: 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 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.

Publications

Dr Robinson has published over thirty books and articles on budgeting issues, including *Performance Budgeting: Linking Funding to Results* (IMF/Palgrave Macmillan, 2007) and *Performance-Based Budgeting* (CLEAR/World Bank, 2011). His most recent publications include papers on budget reform and expenditure ceilings (both in *OECD Journal on Budgeting*, 2016), *Program Classification for Performance-Based Budgeting* (World Bank, 2013), *Spending Review* (*OECD Journal on Budgeting*, 2013), a chapter on performance budgeting in the *International Handbook of Public Financial Management* (2013), and a paper on top-down budgeting (*OECD Journal on Budgeting*, 2012). A full list of publications may be found on his website.

Training

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.

Employment History

2009-present: *Independent Consultant*.

2004-2009: *Senior Economist, International Monetary Fund (IMF)*, in Public Financial Management Division of the Fiscal Affairs Department (FAD). Role included PFM technical assistance to IMF member countries, provision of PFM training, policy development and research, and representation of FAD at various international forums and conferences.

2003-2004: *Visiting Scholar, IMF (FAD)*.

1993-2004: *Professor, Economics and Public Policy, Queensland University of Technology, Brisbane, Queensland, Australia (tenured)*. Specialized in public finance and public financial management.

1977-1993, *Civil Servant, Australian National Government and State Government of Victoria, Australia*. During this period, senior position held included Director, WorkCare Co-ordination Unit; Member of the boards of management of the Accident Compensation Commission and the Victorian Accident Rehabilitation Council; and Director of Research, Economic and Budget Review Committee, Parliament of Victoria. Originally entered the Australian national public service as one of 30 chosen annually under the elite Administrative Trainee Scheme, subsequently working in the Priorities Branch of the Department of Prime Minister and Cabinet and the in the national Department of Industry.

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