Karl Livingstone

**Economic Development and Public Finance Management Consultant**

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Summary

Karl Livingstone is an economist with over 30 years’ experience in international development. He started his career as a Fellow of the Overseas Development Institute and then moved into the UK Government Economic Service where he worked with the Department for International Development (DFID). He has gained broad based experience in macroeconomic analysis, policy advice and public finance management. He was responsible for DFID’s budget support operation in Malawi and led several successful reviews of the joint donor budget support mechanism. Since January 2004, Karl has been working as a consultant economist both as team leader and as part of multi-disciplinary teams. His work has included: design and review of poverty reduction budget support programmes; a focus on public financial management and strategic expenditure planning; and monitoring and evaluation of a variety of bilateral donor projects and programmes.

KEY SKILLS and Experience

**Poverty Reduction Budget Support**: Design and review of poverty reduction budget support programmes, including macroeconomic analysis and policy advice.

**Public Financial Management (PFM):** Introduction of medium term expenditure frameworks, design of public financial management sector support programmes, evaluation of public expenditure management reforms.

**Strategic and Sector Planning:** Preparation ofdevelopment strategies and plans, design and costing of sector programmes and projects.

**Aid Management:** Preparation for donor conferences, advice on institutional arrangements for aid coordination and management, review of country assistance strategies, aid evaluation studies.

**Evaluations and Reviews:** Country strategy, sector and thematic evaluations, programme and project reviews.

**Project Cycle Management:** project concept notes; technical appraisal including cost benefit analysis; output-to-purpose reviews; monitoring and evaluation.

**Team leader and multi-disciplinary team working:** able to manage processes with complex agendas, motivate people and track record of developing close working relationships with key ministry officials.

country experience

Antigua and Barbuda, Bangladesh, Belize, Ethiopia, Fiji, Georgia, Guyana, Jamaica, Kosovo, Kyrgyz Republic, Malawi, Moldova, Nigeria, Oman, Palestine, Russian Federation, Sierra Leone, South Sudan, The Gambia, Ukraine, Windward Islands

academic and professional qualifications

MA (Distinction), Development Economics, University of Manchester (1991). ESRC Scholarship

BA (Hons. 1st Class), Economics and Social Studies, University of Manchester (1988). Awarded “Richard Cobden Prize” for Meritorious Achievement in Economics

languages

English: Mother tongue

Consultancies Undertaken

**2021-22 Antigua and Barbuda, Support for PFM system development (EC)** – Team Leader and technical expert providing support to multiple Government of Antigua and Barbuda institutions. Key technical responsibilities: reviewing the draft Finance Administration Act (FAA) and draft Regulations and propose updates to the existing FAA; updating the Budget Calendar and ensuring consistency with the FAA; updating the existing Budget Manual; Public Expenditure and Financial Accountability (PEFA) data gathering and initial self-assessment; and in coordination with Government of Antigua and Barbuda counterparts, support the development/updating of the PFM Reform Action Plan.

**2020-21 Oman, Medium Term Fiscal Framework (FCDO)** – Macro-Fiscal Adviser to the Macro Fiscal Unit of the Ministry of Finance. Building capability and strengthening the Medium-Term Fiscal Framework (MTFF) and associated forecasting tools.  Advice on the Medium-Term Fiscal Strategy (Fiscal Balance Plan 2020-24), including on associated Objectives and Targets. Production of Guidebook and training on Medium-Term Budget Planning (MTBP) and linkages to the annual budget process.

**2020-21 Nigeria, Medium Term Expenditure Framework and Medium Term Sector Strategy (WB)** – Nigeria Governors' Forum State Fiscal Transparency Accountability and Sustainability (SFTAS) Technical Assistance Project. Support to States in strengthening PFM systems including fiscal transparency, accountability, expenditure management and domestic revenue mobilisation. Development of strategic expenditure planning tool kits (guides/templates) plus provision of backstopping support to national experts and State officials in using the tools.

**2019 Palestine, Medium Term Fiscal Framework (DFID)** – Macro-Fiscal Adviser providing support to the Macro Fiscal Unit of the Ministry of Finance and Planning. Development of Medium Term Fiscal Framework (MTFF) and associated fiscal policy objectives and targets. Capacity building for production of credible and timely macro-fiscal projections.

**2019 Nigeria, Medium Term Expenditure Framework and Medium Term Sector Strategy (DFID)** – Led PFM team in developing ‘Tool Kits’ and training materials for use by national consultants in the development of Medium Term Sector Strategies (MTSS) and Medium Term Expenditure Frameworks (MTEF).

**2017-19 Ukraine, Sector level PFM (EC)** – Key Expert and Component 2 PFM Leader in support of agricultural and food policy implementation within the Ministry of Agrarian Policy and Food (MAPF). Responsibility for Agricultural and Rural Development financial management, budgeting, accounting, audit and control. Main tasks: undertake a detailed assessment of the current MAPF budgeting, financial forecasting, financial management, accounting, audit processes and procedures and make recommendations for future development; assist in production of MAPF Medium Term Sector Expenditure Framework (MTSEF) and related guidelines; strengthen mechanisms for the costing of new activities and policy consistent programme budgets; provide training on medium-term budgeting and linkages to the annual budget process; assist in establishing internal control processes and procedures consistent with EU standards on Public Internal Financial Control (PIFC); and oversee drafting of an internal control procedures manual taking into account the overall framework determined by legislation and the Ministry of Finance; contribute to and oversee the production of an ARD Public Expenditure Review, including recommendations on how to improve the State Targeted Programmes (Ukrainian grant payment system) through enhancing predictability in grant provision, better targeting of funds and development of a register for small farmers.

**2017 Georgia, Strengthening Financial Management and Control (DFID)** – Team Leader of a project to support improvements in the Financial Management and Control (FMC) system within the Ministry of Finance (MoF) and across other public institutions of Georgia. Specific tasks: preparation of a FMC Manual which provides a comprehensive overview on how the MoF and, within it, the Public Internal Control Department (PICD) should establish a control environment, internal controls, risk management, communication and reporting systems, and thereby raise managerial accountability; elaboration of a roadmap for the delivery of FMC reforms covering all sixteen Ministries including clear lines of responsibility and timelines; analysis and support for the development of linkages between Programme Based Budgeting (PBB) and FMC; capacity building with the MoF/PICD on the approaches set out in the FMC manual and implementation roadmap; and overall direction and coordination of activities to achieve successful delivery of project objectives.

**2015-16 Bangladesh, Strengthening Budget Preparation (WB)** – Member of team assigned as Strategic Planning and Budgeting Expert supporting the Government of Bangladesh in strengthening its strategic planning and budgeting process. Specific responsibility for: improving linkages between the Development and the Recurrent Budgets, including enhanced collaboration between the Planning Commission and the Finance Division; updating strategic planning and budgeting guidelines; providing on-the-job support and training to develop ministry level Medium Term Strategy and Business Plans (MTSBPs) in four pilot ministries; developing a technical guidance note on the linkages between the MTSBP and the Ministry Budget Framework (MBF); and development of a prioritisation tool to support Power Division’s and the Ministry of Education’s selection of projects for inclusion in the Public Investment Programme.

**2012-15 Nigeria, Medium Term Budget Framework (DFID)** – Member of SPARC PFM team providing technical assistance to the Lagos State Government Ministry of Economic Planning and Budgeting for the strengthening and deepening of its fiscal planning and budgeting processes. Specific support provided for the formulation of its Medium Term Budget Framework and Budget Call Circular in order to link better policy, planning and budgeting. Capacity in macro-fiscal modelling developed to inform decisions on more realistic budget size. Support for the elaboration of a budget performance reporting template including reporting achievement against key sector financial and non-financial performance indicators. Institutional capacity building through provision of Guidelines, targeted training and training of trainers. Support for introduction of similar activities to Enugu, Anambra, Kaduna Yobe and Niger States.

**2011-14 Kyrgyz Republic, Medium Term Budget Framework (WB)** – Team Leader of a project assisting the Government of Kyrgyz Republic to increase the predictability and effectiveness of expenditure allocation through further development of its Medium Term Budget Framework (MTBF). Focus on strengthening the institutional linkages between a central Programme Budget Unit in the Ministry of Finance and pilot line ministries (including: Agriculture; Health; Mandatory Health Insurance Fund; Education and Social Development) for strategic expenditure planning and budgeting. Included elaboration of sector expenditure plans with costed and prioritised programmes. Support for specification of financial and non-financial sector performance indicators to monitor and build evidence base on results achieved with resources provided. Assistance with the formulation of a PFM Action Plan which sequences PFM reforms over the medium term. Awarded 2nd phase contract until December 2014.

**2011 South Sudan, Development Plan Preparation (Capacity Building Trust Fund)** – Member of team providing technical support to the preparation of the South Sudan Development Plan (SSDP). Facilitation of the consultation process together with analysis, advice and editorial input to the Economic Development Pillar of the Plan. Coordinated completion of the Final SSDP document, including co-authoring executive summary.

**2009-10 Nigeria, MTEF and Budget Management (WB)** – Team Leader of a project assisting the Lagos State Government with the development of capacities to prepare and implement budgets within an MTEF. Support with developing the medium term fiscal strategy, elaboration of the medium term budget framework document and technical inputs to new Budget Manual. Reference to PEFA methodology to inform best practice approaches to linking policy, planning and budgeting.

**2009 Ukraine, Senior MTEF Expert (EC)** – Technical assistance and training provided to support elaboration of rural development sector MTEF. Included: the organisation and delivery of five MTEF training seminars in Kiev and four pilot regions; establishment of Rural Development Sector MTEF Working Group; and supervision and mentoring of project’s junior MTEF and PFM experts.

**2009 Moldova, – Economist Support to DFID Moldova Programme Team (DFID)**. Focal areas for analysis and advice:

* *Regional Development* – assessing the potential for provision of DFID sector budget support to the National Fund for Regional Development and design of budget support modality if deemed appropriate.
* *Poverty Reduction Support Credit (PRSC)* – contribution to annual review of the PRSC, including advice on potential DFID contribution to the PRSC 4. Will involve review / update of the Moldova Fiduciary Risk Assessment using most recent PEFA as key source document.
* *National Development Strategy (NDS)* – Review progress of DFID’s capacity building project to support implementation of the NDS.

**2009 The Gambia, General Budget Support (EC)** – Team Leader of mission to assist GoTG and the EC Delegation with preparation of €25 million General Budget Support (GBS) Programme of the 10th EDF. Involved analysis of strengths and weaknesses of the PRSP II and associated results matrix; specification of performance indicators for GBS variable tranche release; assistance to EC Delegation in preparation of GBS programme documentation (Identification Fiche, Action Fiche, Technical and Administrative Provisions); and technical advice to the GoTG on preparations for a PFM Reform Plan using PEFA methodology to inform priorities.

**2008 Kosovo, Medium Term Expenditure Framework (EC)** – Preparation and delivery of training workshop to line ministry officials on role of the MTEF in sector planning and budgeting. Production of practical workshop materials, including best practice guidance notes and international case studies.

**2008 Russian Federation, Performance Oriented Budget Planning (EC)** – Senior Short Term International Expert providing support to pilot regions in advancing performance oriented budget planning procedures and processes. Emphasis on: (i) improving fiscal planning and budget formulation in line with macroeconomic forecasts; and (ii) developing procedures which allow for future monitoring and analysis of variance between planned and actual expenditure. Preparation and delivery of practical workshop and case study material incorporating international best practice in a graduated manner.

**2007 Kosovo, Development Strategy Planning (DFID)** – Economic Adviser to the Kosovo Development Strategy and Plan (KDSP) 2007-13, including: provision of analysis and policy advice for KDSP formulation; coordination of external assistance to the process; and participation in drafting and reviewing the KDSP synthesis document. Member of team working on elaboration of 2008-10 MTEF, including advice on ensuring consistency with KDSP objectives and on costing and prioritisation of policy based measures.

**2006 Ethiopia, Programme Evaluation (Irish Aid)** – Team Leader for evaluation of the Irish Aid Tigray Regional Support Programme (TRSP) with particular emphasis on assessing the effectiveness, efficiency and relevance of the TRSP strategy.

**2006 Bangladesh, Output to Purpose Review (DFID)** – Conducted output to purpose review of the assistance provided to the Bangladesh National Board of Revenue’s Reforms in Revenue Administration (RIRA) project.

**2006 Malawi, Development Strategy Costing and Prioritisation (DFID)** – Member of consultancy team providing technical support to process of costing and prioritisation of Malawi’s Growth and Development Strategy (MGDS). Developed costing methodology used by sector working groups to determine prioritised activities consistent with sector strategies and expenditure plans.

**2005 Sierra Leone, Donor Consultative Group Meeting (DFID)** – Assigned as Senior International Expert to support GoSL’s preparation for Consultative Group (CG) meeting with donors. Analysis and advice on selection of indicators for PRSP Results Framework and Activity Matrix. Assisted GoSL negotiations with the WB over formation of a Sierra Leone PRSP Trust Fund.

**2005 Ethiopia, Budget Support (EC)** – Technical analysis and advice to support preparation of financing proposal for €85-100 million Poverty Reduction Budget Support (PRBS III) programme. Including advice on alignment, harmonisation and proposed output and outcome indicators for the performance assessment framework.

**2004-05 Malawi, Resource Planning and Management Study (EC)** - Team Leader for study on ‘Linking Government Strategies and Activities in Planning Budgeting, Accounting and Output Monitoring’. Responsibilities included managing inputs from a Senior Institutional Expert and three Malawi based consultants. Also undertook follow-up mission to finalise the study for presentation to the Steering Committee. Study approved March 2005.

**2004 Moldova, Medium Term Expenditure Framework (DFID)** – Technical advice and guidance to local team of consultants assisting with implementation of Moldova’s MTEF. Prepared progress report, including technical note on EGPRSP-MTEF linkages.

**2004 Bangladesh, Revenue Reforms (DFID)** – Expert advice on and monitoring of the Reforms in Revenue Administration Project (RIRA), including assessment of Implementing Agent’s performance against agreed milestones under the Output Based Contract.

**2004 Malawi, Capacity Building for Economic Management and Policy Coordination (EC)** –. Drafted TORs for MTEF Phase II Implementing Agent and negotiated agreement of TORs with Government and collaborating partners (DFID and EC). Produced concept note for a study on how to strengthen linkages between core PFM institutions.

**2004 Moldova, Support to DFID’s Moldova Country Programme (DFID)** - Economic advice on finalisation of Country Implementation Plan with particular reference to alignment and harmonisation issues. Designed next phase of DFID assistance to the MTEF programme, making specific linkages between the MTEF and the Economic Growth and Poverty Reduction Strategy. Produced draft logical framework and project memorandum.

**2004 Malawi, Capacity Building for Economic Management and Policy Coordination (EC)** –. Technical input to develop linkages between Malawi’s Public Sector Investment Programme and its MTEF.

Long-Term Positions

**1994-03 UK Government Economic Service - Department for International Development (DFID)**

*2001–03  Economic Adviser, DFID Malawi (Lilongwe)*

* Provision of macroeconomic analysis and policy advice to Government of Malawi, DFID and British High Commission.
* Lead adviser for £45 million multi-year Poverty Reduction Budget Support programme. Team Leader on three joint donor reviews of the Malawi PRBS operation.
* Significant visioning and technical input to Malawi Country Assistance Plan.
* PFM - developed programme of technical assistance for Government of Malawi’s MTEF.
* Initiated and contributed analysis to DFID Malawi’s Country Fiduciary Assessment.
* Produced concept note for £4 million programme of technical assistance to the Malawi Revenue Authority.
* Sector economic advice (health; education; rural livelihoods) including technical appraisals, Output-to-Purpose Reviews, monitoring and evaluation.

*1998–01  Economic Adviser, DFID International Division (London)*

* Economic analysis and advice on international development policy issues including trade, finance, investment and humanitarian affairs

*1996-98  Economist, DFID Caribbean (Barbados)*

* Macroeconomic and project related advice and analysis for Jamaica, Belize, Guyana and the Windward Islands.
* Economic analysis for £55 million debt relief package for Jamaica.
* Team Leader for project introducing VAT into Belize. First year revenue target exceeded by BZ$14 million (£4.5 million)

*1994-96  Economist, DFID Africa Economics Department (London)*

* Macroeconomic analysis, sector and project advice on Ethiopia, Nigeria and Cameroon

**1991-93** **Fiji, Statistician (Government of Fiji)** - Principal Macroeconomic Statistician in the Bureau of Statistics. Appointed under the ODI Fellowship Scheme