

## **Richard Ian Gordon Allen**

### **Curriculum Vitae**

#### **Qualifications**

B.Phil in Economics and Public Finance, University of York, U.K.  
MA in Economics, University of Edinburgh, U.K.

#### **Career Summary**

2010-            *Consultant with the World Bank*

2005-2009      *International Monetary Fund*  
Deputy Division Chief, Fiscal Affairs Department

2003-2005      *World Bank*  
Lead Economist, MENA Region

2001-2003      *World Bank*  
Head, PEFA Secretariat

2001            *Asian Development Bank*  
Senior Advisor on Governance

1996-2000      *SIGMA Program, OECD*  
Senior Counselor

1978-1995      *HM Treasury, London*  
Under Secretary

1975-1978      *Department of Energy, London*  
Economic Adviser

1971-1975      *National Institute for Economic and Social Research, London*  
Senior Research Officer

1970-1971      *UN, Economic Commission for Europe*  
Consultant

#### **Key Experience**

Since January 2010, Richard Allen has been a consultant with the World Bank, working mainly on a study of central finance functions in developing countries.

Until December 2009, Mr. Allen was Deputy Division Chief in the IMF's Fiscal Affairs Department, responsible for the FAD's public financial management (PFM) work program in Europe, the Middle-East and Central Asia, and Anglophone Africa. Previously, in the World Bank, he was Lead Public Sector Economist in the Bank's Middle East and North Africa Region and Head of the Public Expenditure and Financial Accountability (PEFA) Secretariat.

From 1996 to 2000, Mr. Allen was a Senior Counselor for the SIGMA Program in OECD, leading SIGMA's PFM work in Central and Eastern European countries. From 1978 to 1995, he held a variety of senior positions in HM Treasury, and built up a wide experience of international finance and fiscal policy issues. He contributed to developing policies in the U.K. for improving the efficiency and effectiveness of public services through privatization and contracting out; for controlling civil service pay bill and running costs; and for strengthening accounting policies and financial management systems in government ("resource accounting").

Mr. Allen has extensive experience of advising developing and transition countries on public administration reform issues, particularly in the area of PFM. He has represented the World Bank, ADB, OECD and the U.K. government in its relations with foreign governments, the European Commission and international organizations. He was a senior British diplomat in Washington DC in the mid-1980s and a Board Member of the European Investment Bank from 1988 to 1991.

Mr. Allen is one of the world's leading experts on public financial management. In addition to his advisory work in more than 40 countries round the world, he has lectured and written extensively on the topic, including an authoritative reference book (with Daniel Tommasi) published by the OECD, and many articles. He is currently editing (with Richard Hemming and Barry Potter, former IMF staff) a comprehensive *Handbook of Public Financial Management* which will be published by Palgrave-Macmillan in 2012.

## **Career Record**

### *World Bank (2010-)*

Lead consultant on a study of strengthening the role of the central finance institutions in low-income countries. The study involves both case studies of 10 countries, and preparation of an extensive database. Mr. Allen has also worked on Bank projects on public investment management and medium-term expenditure frameworks, and country assignments in Egypt, Yemen and Mongolia.

### *IMF (2005-2009)*

Deputy Division Chief, Fiscal Affairs Department. The Division covers the Fund's PFM work in the Europe, the Middle East and Central Asia, and Anglophone Africa. During this period, Mr. Allen advised governments in many countries including Hungary, Iceland, Latvia, Poland, Serbia, Egypt, Syria, Cambodia, Indonesia, Kenya, Ghana, and Mozambique, in addition to his work as a manager/mentor, and author of various articles and papers on public finance topics.

### *World Bank (2003-2005)*

Lead Economist, Middle East and North Africa Region. Led the work on PFM issues in the region. Specific project assignments included Egypt (public expenditure review), Iran, Iraq, Jordan and Yemen.

*World Bank (2001-2003)*

First Head of the PEFA Secretariat.

*Asian Development Bank (2001)*

Senior Advisor, Governance. Specific project assignments included China, Indonesia, Thailand, and Sri Lanka.

*OECD, SIGMA Program (1996-2001)*

Senior Counselor, responsible for managing SIGMA's work program on PFM, audit and public procurement. Specific project assignments in most of the 13 countries covered by the program.

*Financial Advisor to the Minister of Finance, Bahrain (1995-1996)**HM Treasury (1992-1995)*

Under-Secretary for Financial Management Policy. Responsible for areas that included: the privatization and contracting out of civil service functions; improving efficiency and effectiveness in public services; controlling civil service pay and running costs; and reforms in accounting policy and financial management.

*HM Treasury (1990-1992)*

Under-Secretary for Environment and Local Government. Responsible for Treasury interests in local government finance and other policy areas covered by the Department of the Environment: for example, housing, urban policy, environmental protection and global warming. Also closely involved in the privatization of the Property Services Agency.

*HM Treasury (1988-1990)*

Under-Secretary for European Community Finance, including the development of U.K. policies on the European budget, economic and monetary union, and financial aspects of the single market. Was also a Board Member of the European Investment Bank during this period.

*HM Treasury (1987-1988)*

Press Secretary to the Chancellor of the Exchequer, Mr. Nigel Lawson.

*British Embassy, Washington DC (1985-1987)*

Counselor (Economic).

*HM Treasury (1983-1985)*

Assistant Secretary, Fiscal Policy. Head of the division responsible for coordinating advice on direct tax policy and preparing the annual budget proposals on tax. Closely involved in the tax reforming budgets of 1984 and 1985.

*HM Treasury (1981-1983)*

Assistant Secretary, Central Unit, responsible for coordinating policy advice and preparing briefing for the annual budget and other major economic packages.

*HM Treasury (1978-1981)*

Economic Adviser in the macro-economic policy division. Prepared policy papers and forecasts of pay, prices and inflation.

*U.K. Department of Energy (1975-1978)*

Economic Adviser. Provided advice on macro-economic developments and other economic issues.

*NIESR, London (1971-1975)*

Senior Research Officer. Contributed to the *National Institute Economic Review* on topics of taxation, public expenditure and fiscal policy.

*United Nations, Economic Commission for Europe, Geneva (1970)*

Consultant. Worked on a UN study of comparative economic structures in Central and Eastern European countries using input-output data and other techniques.

**Selected Recent Publications*****Books***

*A Handbook of Public Financial Management*, to be published by Palgrave-Macmillan in 2012 (with Richard Hemming and Barry Potter)

*Assessing and Reforming Public Expenditure Management: A New Approach*, World Bank, 2004 (with Salvatore Schiavo-Campo and Colum Garrity)

*Managing Public Expenditure: A Reference Book for Transition Countries*, OECD, 2001 (with Daniel Tommasi)

***Articles***

“Anatomy of a Finance Ministry”, 2011, to be published as a chapter in *The Emerging Architecture of Public Financial Management in the 21<sup>st</sup> Century*, International Monetary Fund (with P. Kohnert, forthcoming)

“Fiscal Institutions and Fiscal Performance in Low-Income Countries”, 2010, *IMF Working Paper WP/10/80* (with Era Dabla-Norris, Tej Prakash and Felipe Zanna)

“The Challenge of Reforming Budgetary Institutions in Developing Countries,” 2009, *IMF Working Paper*, WP/09/96

“Reforming Fiscal Institutions: The Elusive Art of the Budget Advisor,” *OECD Journal on Budgeting*, Vol. 2008/3

“Managing and Controlling Extrabudgetary Funds,” *OECD Journal on Budgeting*, Vol. 2006/4 (with Dimitar Radev)

***Book Reviews***

“Public Investment and Public-Private Partnerships: Addressing Infrastructure Challenges and Managing Fiscal Risks,” *Journal of Comparative Policy Analysis*, Vol. 11, No. 1, March 2009

“Public Management in Global Perspective,” *International Public Management Journal*, 2009/4

“The International Monetary Fund in the Global Economy”, *Governance*, 2011/1

“Legislatures and the Budget Process”, *Governance*, 2011/1 (forthcoming)

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