



- Skills:** **Urban challenge** – GIS supported environmental/infrastructure threshold analysis for preparing town plans. Integrated urban development (policy and budgetary) strategies, with community engagement. **Institutional response** – (policy & legal context; organisational structures; planning processes) analysis. Capacity assessments and building: design and delivery through ‘learning-by-doing’ training. **Leadership** – team leading and nurturing: helping communities in problem-solving and planning. Performance budgeting (PB): output and impact accountability. Integrating capital and recurrent budgets. **Research** – recent journal papers on ‘green urban development’ and the ‘science of town planning’ (both 2023); ‘urban resilience’ and DFID’s ‘new urban discourse’ (both 2020).
- International experience:** **Resident** (22 years): Uganda (4 yrs), Kenya (6 yrs), Tanzania (5 yrs), Ethiopia 1.5yrs), Malawi (5 yrs). **UNCDF**, NY (8 years): itinerant in Eritrea, Tanzania, Sierra Leone, Sudan, South Sudan, Ethiopia, Yemen, Mozambique, Armenia, Bhutan. **Freelance** (3 years): India, Nepal, Azerbaijan, Latvia, Tanzania.
- Publications:** **Two books**, on ‘city management’ and ‘performance budgeting’. **Twenty-four journal papers**, on ‘town planning’ and ‘institutional development’. Highlights throughout the CV, mainly as a reflection on practice.
- Enduring aspiration:** To see city councils as the principal driver to their city’s development, harnessing all the players in the city-building process. As such, city councils retain the holistic perspective of their cities, thus helping to temper the sectoral concerns of central government - overcoming its silo mentality. Central government has the crucial role of establishing national priorities and supporting policies. Spending ministries, departments and agencies should be encouraged to heed the spatial and reinforcing trunk infrastructure needs of cities, these dominating their investments. This is a plea for sound spatial planning and supporting urban management.

PROFESSIONAL EXPERIENCE:

9/2020 – 6/2024: GLOBAL GREEN GROWTH INSTITUTE (GGGI), Kampala.

Project Lead – EU’s Greening Uganda’s Urbanisation and Industrialisation Project.

- Drove the project’s implementation from 23% to 92%. Secured an additional year (post Covid) to June 2024.
- Sought practical green urban development, through a dynamic city government, urban management approach.
- Completed a paper on ‘green urban development’. Current Urban Studies, Vol 11, No 1, pp 194-213, March 2023. https://www.scirp.org/pdf/cus_2023033013455052.pdf
- Completed a paper on the ‘the science of town planning’. Current Urban Studies, Vol 11, No 1, pp 24-42, March 2023. https://www.scirp.org/pdf/cus_2023022415113492.pdf

5/2019 – 7/2020: FREELANCE, Nairobi and Edinburgh.

Urban Research.

- Completed a critique of DFID’s ‘new urban discourse’; Town Planning Review, 91(5): 461–74. <https://www.liverpooluniversitypress.co.uk/journals/article/58156/>
- Completed a paper on ‘urban resilience’; Journal of Urban Management, Volume 9, Issue 3, Sept 2020, Pages 372-381. <https://www.sciencedirect.com/science/article/pii/S2226585619302316>

6/2018 – 3/2019: CARDNO INTERNATIONAL, Kampala.

Team Leader – Cities and Infrastructure for Growth, Uganda.

- Supervised consultancies, on political economy analysis, M&E, gender, communications, GIS and climate change.
- Led the team’s analysis, synthesis and proposed interventions for the inception report, through extensive consultations.
- Built a team of international & local personnel to support DFID’s VFM, results-based management and reporting needs.

1/2013 – 5/2018: MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING & URBAN DEVELOPMENT (MTIHUD), Nairobi.

Special Adviser to the Urban Development Department, MTIHUD (from June 2016).

Team Leader, Central Technical Assistance Team to the Kenya Municipal Programme (KMP) (from January 2013).

- Delivered the \$124m Kenya Municipal Program (KMP) from under 20% to 100% disbursement, the justification for KUSP.
- KMP TL for the World Bank PforR Kenya Urban Support Programme (KUSP) to KenUP: IDA \$300m. Effective 1/2018.
- Formulated the Kenya Urban Programme (KenUP) and its \$1bn infrastructure ambition, with the ministry team.
- Advised on the review of the National Urban Development Policy (NUDP). Subsequently adopted by government.
- Paper, *Making towns work: Habitat III* – <https://www.tandfonline.com/doi/abs/10.1080/14649357.2017.1369237>
- Prepared the integrated development planning (IDeP) model for the urban challenge and its institutional response.
- Designed and delivered ToT training on policy-based budgeting, quick-win spatial planning and accountability systems.
- Completed the integrated development planning (IDeP) handbook on institutional, spatial and accountability processes.
- Drafted a town planning handbook for general application through county governments’ urban boards.
- Paper on applying Geddes’ ideas. <https://www.theplanner.co.uk/opinion/learning-from-geddes-in-kenya>

1/2011 – 12/2012: MINISTRY – REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT, Dar es Salaam.

Team Leader – Local Government Reform Programme (LGRP).

- Developed a new planning, budgeting, implementation and review cycle for regions, in support of local governments.
- Supported the HQ TA team of 6 to transfer skills on planning/budgeting, M&E, ICT, governance, OD/HR and finance.
- Supported 25 local advisers to strengthen the programme management cycle in regions, for strengthening LGs.
- Developed manuals: M&E management checklist; planning and budgeting handbook; integrated development plans.
- Negotiated a difficult path through the tensions between local government and regional administration.

6/2009 – 12/2010: MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT, Addis Ababa.

Performance Budget Adviser – Financial Sector Management Reform Programme.

- Supported the budget reform team to prepare a PB manual and supporting training volume.
- Revised the budget process and calendar, to mainstream PB within a medium-term fiscal framework.
- Delivered PB training to all 102 federal public bodies and reviewed subsequent shadow PBs.

5/2001 – 5/2009: UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF), New York.

Senior Technical Adviser - Decentralisation for Increased Local Development.

- Supported governments to formulate performance-based local development strategies in Africa; Middle East; Asia.
- Initiated and completed action-research programme on performance budgeting; *Achieving Results* published by UNCDF.
http://www.focusintl.com/RBM132-uncdf_pbb-july2006.pdf
- Advocated and developed a pan-African programme on gender-equitable local development, through PB, with UNIFEM.
- Developed UNCDF's Atlas (ERP) handbook on performance-based financial systems; adopted by UNDP.
- Building capacity <https://epress.lib.uts.edu.au/journals/index.php/cjlg/article/view/1624>

8/1998 – 4/2001: FREELANCE CONSULTANT (Asia, the former Soviet Union and Africa), Edinburgh.

- Urban management <https://www.sciencedirect.com/science/article/abs/pii/S0264275198000419>
- Public expenditure reviews (India & Latvia), decentralisation (Nepal & Azerbaijan); performance budgeting (Tanzania).
<https://www.emerald.com/insight/content/doi/10.1108/09513550110404633/full/html>

6/1995 – 6/1998: TANZANIAN GOVERNMENT, Dar es Salaam.

Organisation and Efficiency Adviser - Civil Service Reform Programme.

- Determined the key 'line' functions of all 23 ministries and 13 independent departments (50,000 staff).
- Applied 'process consulting' to determine detailed structures, staff deployment and job descriptions.
<https://www.emerald.com/insight/content/doi/10.1108/09513559910300163/full/html>
- Institutional development – a review of the concept.
<https://www.emerald.com/insight/content/doi/10.1108/09513559510086076/full/html?skipTracking=true>

1989 – 1995: DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID, previously ODA), UK & Malawi:-

1994 – 95: Research Fellow - Institutional Development for City Management, Strathclyde University, Glasgow (ISTS).

- Completed PhD thesis. Edited into *Institutional Development*. Published by Macmillan (UK) and St Martin's Press (USA).
<https://www.palgrave.com/gp/book/9781349250738>

1991 – 93: Urban Management Adviser - Local Government Development Project, Malawi (TCO).

- Supported the four city councils to prepare integrated development strategies for infrastructure and service provision.
- Introduced GIS to support environmental and infrastructure threshold analysis, and a tax-based property inventory.
- Handed over a robust urban management (city and council) system to the four urban Malawian counterpart CEOs.

1989 – 91: Town Clerk and Chief Executive - Lilongwe City Council, Malawi (OSAS).

- Tackled short-term organisational, personnel and financial management problems (1,300 permanent staff).
- Widened the original 'administration reform' project to embrace the council and its urban development challenge.
- Developed an urban management system of urban analysis and institutional (council & others') responses.
- Introduced GIS through ITC Enschede (conceptual), UN-Habitat (advisory) and UNDP (funding).
- Prepared the first integrated development strategy, planning manual, and output-based annual reports.
- Invited to replicate Lilongwe's urban management innovations in Blantyre, Mzuzu and Zomba.

BRITISH TOWN PLANNING AND URBAN REGENERATION.

Began in local government, then a spell with the Taylor-Woodrow Group in London, before being enticed by DFID to Malawi.

Planning for strategic performance in LG <https://www.sciencedirect.com/science/article/abs/pii/S0264630188901082>

Conservation measures as a basis for local plans <https://www.tandfonline.com/doi/abs/10.1080/00320717908711578>

QUALIFICATIONS:

PhD	Institutional Development.	Strathclyde University, Glasgow, UK.	Graduated 1994 .
MBA	Business Administration.	Strathclyde University, Glasgow, UK.	Graduated 1984 .
BSc	Town Planning.	Heriot-Watt University, Edinburgh, UK.	Graduated 1974 .
MRTPI	Chartered Town Planner.	Royal Town Planning Institute, UK.	Elected 1975 .