

MIKE WILLIAMS

Consultant in Government Debt and Cash Management

- Consultant since 2003: specialising in institution and capacity building, governance, debt strategy and market development, and developing a more efficient and proactive approach to the management of the government's cash.
- Relevant experience in range of countries: showing strong analytical and presentational skills; ability to deliver to tight timetables; and preparation of highly-regarded reports.
- Established UK Debt Management Office as first Chief Executive 1998-2003, ensuring effectiveness; developing responsibilities and accountabilities; with stewardship of very substantial assets and liabilities.
- Independent director of Euroclear UK & Ireland; 1998-2002 and 2004-2013; member/chair of Audit & Risk Committee
- Long experience in economic policy: in HM Treasury and elsewhere.

Overseas Consultancy Experience

- **Major Projects and Significant Country Involvement:** Albania, Lebanon, Mozambique, Romania, Peru, Philippines, Vietnam, Mexico, Kenya, Trinidad, Dominican Rep, Mongolia, Macedonia, Turkey, Indonesia, China, Nigeria, Colombia, India, Zimbabwe, Sri Lanka
- **Other Projects and Countries:** Cabo Verde, Kosovo, Bahrain, Iran, South Africa, Iraq, Swaziland, Tanzania, Moldova, Oman, East African Community, Uruguay, Madagascar, Chile, Bhutan, Argentina, Afghanistan, Nigeria, Jordan, Ethiopia, Belarus, Mauritius, Libya, Cameroun, Solomon Islands, Bangladesh, Jamaica, Liberia, Maldives, Rwanda, Ghana, Eastern Caribbean (Dominica, Grenada, St Kitts & Nevis, St Lucia), Egypt, Montenegro, Bosnia, Québec, Venezuela, Costa Rica, Nicaragua, Russia, Lithuania, Bulgaria, Guyana
- **Working with:** IMF, World Bank, other IFIs, and other consultants

Publications and other information: see annex and **website:** www.mj-w.net

Education: Cambridge and Oxford Universities

Details in Annexes of Education, Assignments, Career and Publications

Contacts

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ANNEXES

CONSULTANCY ASSIGNMENTS AND EXPERIENCE

Major Projects and Significant Country Involvement

- **Sri Lanka** (2017-8); Consultant to World Bank (CapMktsGp) TA on cash/debt mgt interaction and market d'ment; (2013) Consultant to Commonwealth Sec'r'iat; TA on debt mgt strategy
- **Colombia** (2003, 2004, 2015 & 2018) Consultant to World Bank (BDM, Treasury); TA on strengthening institutional capacity in public debt and cash mgt, and on debt mkt d'ment
- **India** (2017-8): Consultant to World Bank on debt management capacity development; (2015) cash mgt support to World Bank-financed PFM project
- **Zimbabwe** (2018) Consultant to IMF (FAD) TA on cash flow forecasting & (2017) on debt mgt institutions & governance. (2013) Developing cash mgt; support to contracted consultants
- **Mozambique** (2017) Consultant to World Bank, TA on debt management reform plan. (2014) to IMF (FAD) TA on PFM reform strategy; to AfritacS: TA on cash flow forecasting; to IMF (MCM) TA on debt strategy and market development. (2006) to IMF (FAD): TA on developing government cash management & related functions
- **Albania** (2015, 2017) Consultant to World Bank (CapMktsGp); TA on debt market development; (2017) Consultant to World Bank (Treasury, BDM); TA on cash management
- **Lebanon** (2015-16) Consultant to Ministry of Finance (World Bank financed project); (2013, 2014) Consultant to IMF (METAC/FAD): TA on improving cash management
- **Vietnam** (2016) Consultant to IMF (FAD): TA on debt mgt legal framework. (2012) to World Bank; TA on debt mgt reform plan. (2007-08) to MoF on debt management reform (World Bank-financed PFM Project). (2007) to World Bank on cash mgt capacity development. (2006-07) ADB-financed project on d'ment of bond market; member contracted consultancy team.
- **Nigeria** (2015 & 2016) Consultant to IMF (FAD): TA to Federal and Kaduna state governments on developing TSA and cash forecasting. (2012) Developing operational risk management in DMO; request of contracted consultancy team
- **China** (2006, 2013, 2015 & 2016) Consultant to IMF (FAD): TA on deepening cash mgt reform. (2003-04) Lead international consultant to MoF on developing government cash mgt (World Bank sponsored project on developing securities market in China).
- **Trinidad & Tobago** (2015) Consultant to Commonwealth Secretariat; (2011-12) Consultant to World Bank (BDM); TA on strengthening debt management institutions.
- **Romania** (2012-14) Consultant to World Bank (CapMktsGp) on strengthening public debt and cash management practices.
- **Philippines** (2014) Consultant to IMF (FAD): TA on government cash mgt. (2009-2014) IMF peripatetic adviser on gov cash mgt. (2008) Consultant to IMF (FAD): TA on developing gov cash mgt. (2006-07) ADB-financed project to build debt mgt capacity, develop debt strategy and contingent liabilities mgt; co-Leader of contracted team.
- **Mongolia** (2013) Consultant to IMF (FAD): TA on developing a SWF. (2009-10) Consultant to Ministry of Finance - establishing best practice in debt mgt (esp. re debt strategy, legal and governance framework, capacity building). (IDA-financed project)
- **Kenya** (2012-13) Consultant to IMF (AfritacE): TA on cash management and banking arrangements. (2009) Development of government debt market; World Bank/DFID financed project; member of contracted consultancy team - focus on primary market.
- **Peru** (2011-13) Consultant to IMF (FAD): TA on improving cash mgt. (2008) Consultant to World Bank (BDM, Treasury) on reengineering debt mgt processes.
- **Mexico** (2010, 2011 & 2012) Consultant to IMF (FAD). TA on developing gov cash mgt
- **Dominican Republic** (2010) TA on developing operational plan for Debt Office (EU-financed) and on bond market and debt strategy (World Bank-financed). (2006) Consultant to IMF (MFD); TA to strengthen the central bank and improve debt mgt.
- **Turkey** (2007) Consultant to Treasury to strengthen cash mgt capacity (IDF grant). (2006-09) Consultant to Sigma (EU/OECD) - peer collaboration on internal control mechanisms in

Treasury debt transactions. (2005) Consultant to IMF (FAD): TA to consider the impact on debt and cash mgt of the reform of the state banking sector.

- **Indonesia** (2007-08) AusAid financed project (contracted to consultants managing wider financial reform project) on business improvement of debt mgt function.
- **Macedonia** (2008-09) TA on developing cash mgt; consultant to USAID-financed programme. (2005-06) Lead expert on EAR project for debt mgt institutional capacity building. (2004) Consultant to IMF (FAD); TA on new public debt law and upgrading debt mgt capacity.

Other Projects and Countries

- **Guyana** (2018): Consultant to IMF (FAD/Cartac); TA on TSA and cash management
- **Zambia** (2018): Consultant to IMF (FAD/AfritacS); TA on TSA and cash management
- **Cambodia** (2018): Consultant to IMF (TAOLAM); TA on cash management
- **Kosovo** (2017): Consultant to World Bank on debt management assessment and reform plan
- **Cabo Verde** (2017): Consultant to IMF (FAD/W.Afritac2); TA on TSA and cash management
- **Ghana** (2016, 2017): Consultant to IMF (FAD/W.Afritac2); TA on TSA and cash management
- **Iraq/Kurdistan** (2017): TA on TSA & cash mgt; support to contracted consultancy team
- **Bahrain** (2017) Consultant to IMF (FAD): TA on cash management reforms
- **Iraq** (2017-18) Consultant to IMF (FAD): TA on cash management reforms (located ex-Iraq)
- **Swaziland** (2016): Consultant to MEFMI. TA on cash management capacity building
- **Sierra Leone** (2016): Consultant to IMF (FAD/W.Afritac2) TA on TSA & cash management
- **Iran** (2016): Consultant to IMF (FAD); TA on TSA & cash management
- **Oman** (2015 & 2016) Consultant to World Bank; TA on cash management capacity building
- **South Africa** (2016): Consultant to World Bank (CapMktsGp); TA on primary market
- **Montenegro** (2016) Consultant to Sigma; TA on debt mgt strategy preparation. (2005) Consultant to IMF (MFD); TA on development of debt management capacity.
- **Tanzania:** (2015) Consultant to World Bank (CapMktsGp); TA on debt market development. (2009) Consultant to IMF (FAD/E.Afritac); TA on debt mgt framework
- **Sudan** (2015) Consultant to IMF (FAD): TA on developing TSA and cash forecasting
- **Moldova** (2015) Consultant to IMF (MCM); TA on debt market development and debt and cash management integration.
- **East African Community** (2015) Consultant to World Bank (Capital Markets Group); TA on integration of regional bond markets. Follow-up in **Rwanda** (2015 & 2016)
- **Uruguay** (2014) Consultant to IMF (FAD). TA on improving Treasury management. (2005) Consultant to Inter-American Development Bank: TA on public debt management capacity
- **Belarus** (2014) Consultant to World Bank (CapMktsGp); TA on debt market dev'tment. (2011) Consultant to World Bank (PRMED): Preparation of Debt Mgt Performance Assessment. (2004) Consultant to IMF (MFD); TA on strengthening debt mgt
- **Bhutan** (2012-14) Consultant to IMF (FAD): TA on improving cash management
- **Ethiopia** (2014) Consultant to IMF (FAD): TA on treasury reforms for regional govts. (2011-12) D'ment of government cash mgt; member of contracted consultancy team
- **Madagascar** (2014) Consultant to World Bank (PRMED): TA on debt mgt reform plan
- **Chile** (2011 & 2013) Consultant to World Bank (BDM): TA on operational risk in area of cash management. (2008) TA on strengthening debt management structures.
- **Argentina** (2012) Consultant to National Treasury on liquidity management.
- **Afghanistan** (2012 (2)): Consultant to IMF (FAD & METAC): TA on advancing Public Financial Management Reforms; and specifically on improving cash management.
- **Maldives:** (2011) Consultant to World Bank (PRMED): TA on designing debt mgt reform plan. (2009) Consultant to ComSec; TA on developing debt mgt strategy & institutional framework.

- **Jordan** (2011, 2012) Consultant to IMF (FAD/METAC): TA on debt management capacity building and on market development.
- **Mauritius** (2011) Consultant to Commonwealth Secretariat. TA on debt mgt organisation
- **Libya** (2010) Consultant to IMF (FAD). TA on PFM reform, including developing TSA
- **Cameroun** (2010) Consultant to World Bank (PRMED): TA on debt mgt reform plan
- **Eastern Caribbean: Grenada** (2010), **St Kitts & Nevis** (2008) and **St Lucia** (2008) Consultant to IMF (MCM); **Dominica** (2010) Consultant to ComSec. TA debt mgt capacity building & strategy development
- **Solomon Islands** (2010) Consultant to World Bank (PRMED): TA on debt mgt reform plan
- **Bangladesh** (2009) Consultant to World Bank: TA on building debt mgt institutional structures
- **Jamaica:** (2009) Consultant to Commonwealth Secretariat: TA reviewing institutional arrangements and legal framework for public debt mgt.
- **Liberia:** (2009): Consultant to World Bank: developing Debt Mgt Performance Assessment
- **Rwanda:** (2009) Consultant to IMF (FAD/E.AFRITAC). Development of government cash mgt and banking arrangements
- **Ghana:** (2008) Consultant to World Bank (BDM, Treasury); designing a reform plan to strengthen government debt mgt institutions and capacity
- **Egypt** (2008) Consultant to World Bank (BDM) on debt mgt capacity building & market d'ment
- **Bosnia and Herzegovina** (2005) Public debt adviser to DFID project for development of the MTEF and budget planning processes. Contracted to managing consultants.
- **Province of Québec** (2004). Assessment of public debt policies and operations relative to international best practice. Member of contracted consultancy team.
- **Venezuela** (2004) Consultant to IMF (ICMD). TA on debt mgt strategy & capital mkts.
- **Costa Rica** (2004) and **Nicaragua** (2004). Consultant to World Bank (BDM Group); part of a continuing programme to strengthen institutional capacity in public debt mgt.
- **Russia** (2004) Consultant to IMF (FAD). TA on government cash mgt.
- **Lithuania** (2004) World Bank financed project to design risk mgt framework for sovereign debt and liquidity portfolios. Member of contracted consultancy team
- **Bulgaria** (2003-05) Consultant to World Bank (BDM, Treasury). TA on cash management practice, on debt mgt capacity building and on institutional structures.

CAREER HISTORY

Date	Organisation	Position	Description
Since 2003	_____	Self-Employed	Economic Consultant, Government Debt and Cash Management
2004-2013	Euroclear UK & Ireland Ltd (EUI)	Independent Non-Executive Director	Full board member, and member/chair Audit & Risk Committee; EUI is UK's settlement system for bonds & equities. Board member EUI's predecessor, CRESTCo, 1998-2002
1998-2003	UK Debt Management Office	Chief Executive	Establishing DMO: executive agency of HM Treasury responsible for government debt & cash management (and other government balance sheet management)
1992-1997	HM Treasury	Director, Industry	Management responsibility for work on industrial and supply side policies. Specific responsibilities re privatisation, competition & economic regulation.
1984-1992	HM Treasury	Head of Division	Posts responsible for: Defence budget (1991-92); Energy issues inc restructuring & privatisation of electricity industry (1986-91); In-year control of public expenditure (1984-86)
1973-	HM Treasury	Various	Range of posts (defence, transport, budget execution,

1984			monetary policy). Private secretary to 2 Ministers
1980-1981	Price Waterhouse	on secondment	Range of experience, on economic assignments and audit.
1969-1971	MoF, Lusaka, Zambia	Senior Economist	Working on budget, with particular responsibility for customs and excise taxes [ODI Fellow]

Publications and other information on **website**: www.mj-w.net. Includes:

- “*Cash and Debt Management: Interaction, Co-ordination and Integration*” (with others) in Carlos Pimenta and Mario Pessoa, eds, Public Financial Management in Latin America: the Key to Efficiency and Transparency (IDB, 2015)
- “*The Treasury Function and the Treasury Single Account*” (Chapter 16) and “*Debt and Cash Management*” (Chapter 31) in R Allen, R Hemming & B Potter, eds, The International Handbook of Public Financial Management (Palgrave Macmillan, 2013)
- “*Government Debt Management and Operational Risk: A Risk Management Framework and its Application in Turkey*” with Hakan Tokaç (SIGMA, OECD 2013)
- “*Government Cash Management: Relationship between the Treasury and the Central Bank*” with Mario Pessoa (IMF, Fiscal Affairs Department, 2012)
- “*Government Debt Management: A Guidance Note on the Legal Framework*”, with Arindam Roy (Commonwealth Secretariat, October 2010)
- “*Government Cash Management: Its Interaction with Other Financial Policies*” (IMF, Fiscal Affairs Department, 2010)
- “*Recent Developments In Government Debt Management: an Overview*” and “*Organisation of Debt Management Offices*” in Pick, A, ed, Government Debt Management: Fundamentals, Practical Issues and Recent Developments, (The Marketing & Management Collection, Henry Stewart Talks Ltd, London, 2009) <http://www.hstalks.com/?t=MM0822051-Williams>, and ...MM0822101-Williams
- “*Government Cash Management: International Practice*” (Oxford Policy Management Working Paper, March 2009). <http://www.opml.co.uk/publications>
- Government Debt Management: New Trends and Challenges (Central Banking Publications, 2006) [Editor: see Introduction and Chapter 7]
- “*Managing Sovereign Assets and Liabilities: The Role of Debt Management Offices*” in Sovereign Wealth Management (Central Banking Publications, 2007)
- “*Government Cash Management: Good and Bad Practice*” (2004); http://treasury.worldbank.org/web/pdf/williams_technote.pdf

Training & Conferences: delivered / chaired / spoken at range of debt and cash management conferences, training events and workshops: in UK, USA, South Africa, Mauritius, Kuwait, Russia, Austria, Mauritius, Namibia, India, Tanzania, Germany, Ghana, Peru, Slovenia (CEF), St Kitts, Colombia, Serbia, Indonesia, Guatemala, Abu Dhabi, Mexico, Romania, Netherlands, Syria, Lebanon, Tunisia, Uruguay, Turkey, Moldova and Vietnam

Education

- **Cambridge University** (Trinity Hall), MA Economics (first class hon), 1966-1969
- **Oxford University** (Nuffield College), Research in development economics 1971-73
- Assoc Chartered Certified Accountants (**ACCA**), Diploma. in Accounting & Finance 1978

Membership of Professional Societies

- Society of Business Economists, UK
- International Consulting Economists' Association, UK

Languages: English (native)
French and Spanish (Reading: good. Speaking/writing: poor)

Personal

- Full name: Michael Lodwig Williams
- Nationality: British; married, 3 sons
- Date of birth: 22 January 1948
- CB (New Year's Honours, Jan 2003)