

Dr. Martin J. WILLIAMS

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Academic Positions

- University of Oxford**, Oxford, UK **2016-present**
- Associate Professor in Public Management (pre-tenure; equivalent to Assistant Professor in US system), Blavatnik School of Government
 - Research Fellow, Green Templeton College
 - Co-Academic Director, People in Government Lab
 - Co-Research Director, DeliverEd
- University College London**, London, UK **2015-2016**
- Postdoctoral Research Fellow, Department of Economics

Education

- London School of Economics and Political Science**, London, UK **2011-2015**
- PhD Government
 - Dissertation: “The Organizational Basis of Government Performance: Management and Policy Implementation in Ghana’s Public Sector”
- University of Oxford** **2008-2009**
- MSc Economics for Development
 - Distinction on dissertation: “Does Acceleration Equal Transformation? Entry into New Export Sectors and Rapid Economic Growth”
- University of Oxford** **2007-2008**
- MSc African Studies, with Distinction
 - Anthony Kirk-Greene Award for best overall course performance
 - Dissertation: “The Gold Standard of Governance: Mining, Decentralization, and State Power in Senegal”
- Williams College**, Williamstown, MA, USA **2003-2007**
- BA with Highest Honors in Economics, *magna cum laude*
 - Jack Larned ’42 International Management Prize for thesis: “The Social and Economic Impacts of South Africa’s Child Support Grant”

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Research

Published Articles (available [here](#))

- “Beyond ‘Context Matters’: Context and External Validity in Impact Evaluation.” *World Development* 127, March 2020, Symposium on RCTs and Development (short paper).
- *With Liah Yecalo-Teclé*. “Innovation, Voice, and Hierarchy in the Civil Service: Evidence from Ghana’s Civil Service”. Forthcoming, *Governance*.
- “External Validity and Policy Adaptation: From Impact Evaluation to Policy Design”. Forthcoming, *World Bank Research Observer* 2020.
- “The Political Economy of Unfinished Development Projects: Corruption, Clientelism, or Collective Choice?” *American Political Science Review* 111(4) November 2017, p. 705-723.

Working Papers (available [here](#))

- *With Imran Rasul and Daniel Rogger*: “Management, Organizational Performance, and Task Clarity: Evidence from Ghana’s Civil Service.” Submitted.
- “Beyond State Capacity: Bureaucratic Effectiveness, Policy Implementation, and Reform.” Submitted.
- *With Liah Yecalo-Teclé*: “Civil Service Reform and Performance Management in Ghana and Zambia Since 1990.” IGC Working Paper, December 2019.
- *With Binta Zahra Diop, Koku Awoonor-Williams, and Anthony Ofosu*: “Understanding the Allocation of Public Personnel Across Government Health Facilities in Ghana.” IGC Working Paper, August 2019.
- *With Imran Rasul and Daniel Rogger*: “Training for Productivity: An Experimental Study of Civil Service Reform in Ghana” IGC Working Paper, August 2019.
- “From Institutions to Organizations: Management and Informality in Ghana’s Public Bureaucracies”
- “One Size Does Not Fit All: Budget Institutions and Performance in Ghana’s Spending Ministries”

Work in Progress

- *With Nahomi Ichino and Erik Wibbels*: “The Delivery and Spatial Distribution of Development Projects: Evidence from a USAID Governance Project in Ghana”
- *With Chris Adam and Mae Chan*: Recurrent Costs and the Macroeconomic Impacts of Infrastructure Investment
- *With Danilo Cardoso, Flávio Cireno, Julien Labonne, Pedro Palotti, and Flávio Sousa da Vitoria*: “Bureaucratic Networks and Appointments: Evidence from Brazil”
- *With Zahra Mansoor*. “Systems Approaches to Public Service Delivery.”
- “Fiscal Decentralization and the Efficiency of Public Good Delivery: Evidence from Ghana”

Selected Policy Material

- “[External Validity and Policy Adaptation: From Impact Evaluation to Policy Design](#).” PEGNet Policy Brief 18/2019, October 2019.
- *With Walter Brown, Daniel Rogger, and Ella Spencer*. “[Information and innovation in the public sector](#).” IGC Growth Brief September 2019.
- *With Stefan Dercon, Imran Rasul, and Daniel Rogger*. “[How do management practices in government change over time? Evidence from Ghana](#).” Economic Development and Institutions Research Insight, July 2019.

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- [“Collaborating for impact: A partnership in Ghana.”](#) Short video sponsored by IGC, May 2018.
- [“Ghana’s infrastructure: The mystery of misspending.”](#) Short video sponsored by IGC, viewed over 18,000 times and broadcast on national television and radio in Ghana, March 2018.
- *With Imran Rasul and Daniel Rogger.* [“Autonomy, incentives, and the effectiveness of bureaucrats.”](#) VoxDev Blog Post, September 2017.
- [“External validity and policy adaptation: a five-step guide to mechanism mapping.”](#) Blavatnik School of Government Policy Memo, July 2017.
- *With Imran Rasul and Daniel Rogger.* [“Management and bureaucratic effectiveness: A scientific replication in Ghana and Nigeria.”](#) IGC Policy Brief June 2017.
- [“Variation in Infrastructure Delivery and Management Quality Among Ghana’s Local Governments.”](#) IGC Project Memo, February 2016.
- [“Bricks-and-mortar institutions matter: Project delivery and unfinished infrastructure in Ghana’s local governments.”](#) IGC Policy Brief, November 2015.
- [“There Is More Than One ‘Public Sector Way’: The Diversity of Management Practices in Ghana’s Government”](#). November 2013 Policy Brief for Government of Ghana.
- [“Different Problems, Different Solutions? Budget Performance and Practices in Ghana’s Ministries”](#). November 2013 Policy Brief for Government of Ghana.

Other Publications

- “Aid, Trade, Investment, and Dependency.” In Anderson, David, and Nicholas Cheeseman (eds), *The Routledge Handbook of African Politics*, London: Routledge, 2013.
- “The Gold Standard of Governance: Mining, Decentralization, and State Power in Senegal.” *Politique Africaine* 117, March 2010.
- Review of Beck, Linda, “Brokering Democracy in Africa: The Rise of Clientelist Democracy in Senegal,” *Politique Africaine* 115, October 2009.
- “The Social and Economic Impacts of South Africa’s Child Support Grant.” Cape Town: Economic Policy Research Institute Working Paper #39 (extended version) and #40 (short version), November 2007.

Selected Research Funding and Awards

- Research Co-Director: “DeliverEd: Research on How to Deliver Education Reforms” (Education Commission and UK DFID, £2,316,669) **2019-22**
- Academic Co-Director: People in Government Lab (BRAVA Foundation, £1,032,838) **2019-21**
- PI: “From Paper to Practice: Civil Service Reform in Ghana, Kenya, and Zambia” (International Growth Centre, £40,000) **2018-19**
- PI: “The Productivity and Allocation of Public Personnel and Funds: Evidence from Government Health Facilities in Ghana” (International Growth Centre, £30,000) **2018-19**
- PI: “Building A Research Community on Public Finance and Management” (Bill and Melinda Gates Foundation, \$195,130) **2017-19**
- Co-PI, with Imran Rasul and Daniel Rogger: “Training for Productivity: An Experimental Evaluation of Civil Service Reform in Ghana” (i2i, \$100,000) **2017-19**
- Co-PI, with Imran Rasul and Daniel Rogger: “Training for Productivity: An Experimental Evaluation of Civil Service Reform in Ghana” (International Growth Centre, £100,000) **2017-19**

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- Co-PI, with Imran Rasul, Daniel Rogger, and Stefan Dercon: “Training for Productivity: An Experimental Evaluation of Civil Service Reform in Ghana” (Economic Development and Institutions, £100,000) **2017-19**
- Co-PI, with Chris Adam: “Political Economy of Infrastructure in Africa” (Oxford Martin School, £45,500 sub-component of a broader grant) **2017-19**
- Co-PI, with Nahomi Ichino and Erik Wibbels: “The Delivery and Spatial Distribution of Development Projects: Evidence from a USAID Governance Project in Ghana” (AidData, \$200,000) **2015-17**
- With Imran Rasul and Dan Rogger: “Management and Productivity in Ghana’s Civil Service: An Experimental Study of Reform”, (International Growth Centre, £150,000) **2015-16**
- PI: International Growth Centre project grant “Infrastructure Delivery and Management in Ghana’s Local Governments” (International Growth Centre, £12,000) **2014**
- London School of Economics and Political Science PhD Scholarship **2011-14**
- Donovan-Moody Scholarship, Exeter College, University of Oxford **2007-09**
- Anthony Kirk-Greene Prize for best overall performance in MSc African Studies **2008**
- Jack Larned ’42 International Management Prize **2007**
- Muhammad Kenyatta ’66 Community Service Prize **2007**
- Phi Beta Kappa Honors Society, elected as a junior (top 5% of class) **2006**
- Van Duyne Prize for best honors thesis proposal, Economics Department **2006**
- Class of 1960 Scholar, Williams College Economics Department **2006-07**
- Kershaw Fellowship for economic research in South Africa **2005**
- Tyng Scholar, Williams College **2003-07**

Selected Conferences and Invited Presentations

2019

- Public Management Seminar, Utrecht University School of Governance
- Society of Institutional and Organizational Economics Annual Conference, Stockholm
- Economic Development and Institutions Annual Conference, Paris
- Working Group on African Political Economy (WGAPE), WZB Berlin
- Midwest Political Science Association 2019 Annual Conference, Chicago
- Comparative Politics Seminar, University of Michigan

2018

- Department of Social Policy Seminar, University of Oxford
- Economics Seminar, Stockholm Institute of Transition Economics, Stockholm School of Economics
- American Political Science Association 2018 Annual Conference
- Global Priorities Institute workshop on “Causal Inference and Extrapolation”, University of Oxford
- “Bureaucratic Politics” workshop, Ohio State University
- DFID Chief Economist Seminar, London

2017

- Department of Social Policy and Intervention, University of Oxford
- Blavatnik School of Government Research Seminar, University of Oxford
- Implementation Seminar, Johns Hopkins University
- American Political Science Association 2017 Annual Conference, San Francisco, invited panel on “The Politics of Public Service Provision in South Asia and Sub-Saharan Africa”
- Public Management Research Conference 2017, convening a panel on “What Makes Bureaucrats Tick? Recent Methodological Advances in Studying Bureaucratic Performance”

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- Public Management Research Conference 2017, pre-conference workshop on “Designing Public Sector Performance”
- Centre for the Study of African Economies, University of Oxford

2016

- Blavatnik School of Government Research Seminar, University of Oxford
- American Political Science Association 2016 Annual Conference, Philadelphia
- Working Group on African Political Economy (WGAPE) National Conference, Washington DC
- Georgetown University
- Pacific Conference for Development Economics, Stanford University
- Management Innovation in the Public Sector, Woodrow Wilson School of Public and International Affairs, Princeton University
- International Monetary Fund, Fiscal Affairs Department seminar
- Midwest Political Science Association 2016 Annual Conference, Chicago
- Civil Service Training Centre (Ghana), IGC-funded research dissemination seminar at invitation of the Head of Civil Service

2015

- American Political Science Association 2015 Annual Conference, San Francisco
- European Political Science Association 2015 Annual Conference, Vienna
- UK Department for International Development (DFID), Chief Economists’ seminar
- Overseas Development Institute (ODI), Centre for Aid and Public Expenditure seminar
- London School of Economics and Political Science, Political Science and Political Economy workshop
- Civil Service Training Centre (Ghana), IGC-funded research dissemination seminar

2014

- American Political Science Association 2014 Annual Conference, Washington, DC
- European Political Science Association 2014 Annual Conference, Edinburgh
- Civil Service Training Centre (Ghana), research dissemination seminar at invitation of the Head of Civil Service

Teaching

Invited Lecturer, Performance Applied Module	2020
• <i>Blavatnik School of Government, Masters in Public Policy (MPP)</i>	
Co-Convenor, Evidence in Public Policy	Since 2017
• <i>Blavatnik School of Government, Masters in Public Policy (MPP)</i>	
Teaching Fellow, Economic Development in Africa	Spring 2015
• <i>School of Oriental and African Studies, Economics Department</i>	
Instructor, Microsimulation in Social Grant Analysis	Summer 2008
• <i>Economic Policy Research Institute (Cape Town) short course</i>	
Teaching Assistant, Statistics/Econometrics: Advanced Section	Fall 2006
• <i>Williams College Center for Development Economics MA program</i>	
Teaching Assistant, Principles of Microeconomics	Spring 2005
• <i>Williams College, Economics Department</i>	

Selected Executive Education and Short Courses

Implementation in Government	2018, 2019
• <i>Blavatnik School of Government in collaboration with Centro de Liderança Pública (Public Leadership Centre), Brazil</i>	

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BSG in Whitehall

2018

- *Research seminar to UK senior civil servants, in partnership with Civil Service Learning*

From Impact Evaluation to Policy Design: Evidence, External Validity, and Effective Policymaking

2017, 2018

- *5-day course for mid-career civil servants at Escola Nacional da Administração Pública (ENAP), Brazil*

Professional

Editorial Boards

Journal of Public Policy

Review Service

American Political Science Review, American Journal of Political Science, Journal of Politics, Public Administration Review, Comparative Political Studies, British Journal of Political Science, Political Research Quarterly, Journal of Public Policy, Comparative Politics, Journal of Law, Economics, and Organization, Governance, Research and Politics, Oxford Development Studies, Politique Africaine, Africa Today

Professional Memberships and Affiliations

Society of Institutional and Organizational Economics, Public Management Research Association, American Political Science Association, European Political Science Association, Midwest Political Science Association, AidData Research Consortium, Centre for the Study of African Economies

Committee Membership

Blavatnik School of Government Departmental Research Ethics Committee

Non-Academic Employment

Ministry of Trade and Industry, Accra, Ghana

2009-2011

Trade Economist – Fellow of the Overseas Development Institute

Economic and legal analysis of trade and investment agreements and negotiation positions, industrial policy, private sector development, and tariff reform.

Economic Policy Research Institute, Cape Town, South Africa

2005-2009

Senior Researcher (consulting and in residence part-time)

Econometric, statistical, and theoretical analysis of social policy; designed and instructed short courses for policymakers. Designed and implemented a national household survey.

Languages

- Native English speaker; advanced French; proficient in Twi (Ghana) and Wolof (Senegal)