

Dr. Martin J. WILLIAMS

Blavatnik School of Government
University of Oxford
Radcliffe Observatory Quarter
Woodstock Road
Oxford OX2 6GG
United Kingdom

E-mail: martin.williams@bsg.ox.ac.uk; martinwilliams8@gmail.com

Web: www.martinjwilliams.com

Academic Positions

- University of Oxford**, Oxford, UK **2016-present**
- Associate Professor in Public Management (tenured 2020), 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
 - Award date: February 2016
 - 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”

Martin J. WILLIAMS

Research

Published Articles (available [here](#))

- *With Aisha Ali, Javier Fuenzalida, and Margarita Gomez*: “Four Lenses on People Management in the Public Sector: An Evidence Review and Synthesis.” *Oxford Review of Economic Policy* Volume 37, Issue 2, Summer 2021, Pages 335–366, <https://doi.org/10.1093/oxrep/grab003> .
- “Beyond State Capacity: Bureaucratic Effectiveness, Policy Implementation, and Reform.” *Journal of Institutional Economics* Volume 17, Issue 2, April 2021, pp. 339 – 357.
- *With Imran Rasul and Daniel Rogger*: “Management, Organizational Performance, and Task Clarity: Evidence from Ghana’s Civil Service.” *Journal of Public Administration Research and Theory* Volume 31, Issue 2, April 2021, Pages 259–277, <https://doi.org/10.1093/jopart/muaa034>.
- *With Liah Yecalo-Teclé*. “Innovation, Voice, and Hierarchy in the Civil Service: Evidence from Ghana’s Civil Service”. *Governance* 33(4), October 2020, p. 789-807.
- *With Anthony Bertelli, Mai Hassan, Dan Honig, and Daniel Rogger*. “An agenda for the study of Public Administration in Developing Countries.” *Governance* 33(4), October 2020, p. 735-748. Introduction to guest-edited special issue.
- “Beyond ‘Context Matters’: Context and External Validity in Impact Evaluation.” *World Development* 127, March 2020, Symposium on RCTs and Development (short paper).
- “External Validity and Policy Adaptation: From Impact Evaluation to Policy Design”. *World Bank Research Observer* Volume 35, Issue 2, August 2020, Pages 158–191, <https://doi.org/10.1093/wbro/lky010> .
- “The Political Economy of Unfinished Development Projects: Corruption, Clientelism, or Collective Choice?” *American Political Science Review* 111(4) November 2017, p. 705-723.

Book Project (in progress)

- *From Paper to Practice: Implementing Civil Service Reform in Africa*

Abstract: Improving the performance of the core civil service is one of the most important tasks facing government, but is also notoriously challenging. Based on studying 30 years of reforms across 6 countries in Africa, this book shows that these reforms have largely failed to achieve their goals because they have approached organizational change mainly as a matter of changing formal structures and processes through one-off projects. The book proposes a new approach in which reform is viewed not as a short period of rewriting rules but as catalyzing an ongoing process of continuous organizational change, and discusses strategies for reformers to achieve this in practice.

Working Papers (available [here](#))

- *With Zahra Mansoor, Dana Qarout, Kate Anderson, Celeste Carano, Liah Yecalo-Teclé, and Veronika Dvorakova*. “A Global Mapping of Delivery Approaches”. DeliverEd Working Paper, July 2021.
- “External Validity and Institutions in Behavioral Public Administration.” Invited roundtable contribution; under review at *Journal of Behavioral Public Administration*, May 2021.
- *With Michel Azulai, Imran Rasul, and Daniel Rogger*: “Can Training Improve Organizational Culture? Experimental Evidence from Ghana's Civil Service.” Working paper, October 2020.

Martin J. WILLIAMS

- *With Clare Leaver, Zahra Mansoor, Dana Qarout, Anna Bilous, Karen Mundy, Minahil Asim, and Sheena Bell.* “Delivery Approaches to Improving Policy Implementation: A Conceptual Framework.” DeliverEd Working Paper, July 2020.
- *With Liah Yecaló-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, Hamza Ismaila, and Anthony Oforu:* “Understanding the Allocation of Public Personnel Across Government Health Facilities 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: Lessons from Health, Education, and Infrastructure”

Selected Policy Material (available [here](#))

- “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.
- “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 30,000 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.

Martin J. WILLIAMS

- “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, Nicholas Cheeseman, and Andrea Scheibler (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**
- 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**

Martin J. WILLIAMS

- 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

2021

- University of Ghana, Centre for Social Policy Studies seminar
- Education and Development Forum (UKFIET) Annual Conference
- Universidad del Rosario Economics Department seminar
- Comparative and International Education Society Annual Conference

2020

- Bureaucrats and Politics workshop, Norwegian Business School
- American Political Science Association 2020 Annual Conference. Co-organizer of “Bureaucratic Politics and Management” mini-conference with Dan Honig, Jan Pierskalla, and Alison Post.

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”

Martin J. WILLIAMS

- 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

| | |
|--|--------------|
| Co-Convenor, People Management Applied Module | 2021- |
| • <i>Blavatnik School of Government, Masters in Public Policy (MPP)</i> | |
| Invited Lecturer, Performance Applied Module | 2020 |
| • <i>Blavatnik School of Government, Masters in Public Policy (MPP)</i> | |
| Co-Convenor, Evidence and Public Policy Online | 2019- |
| • <i>Blavatnik School of Government’s Inaugural Full Online Course</i> | |
| Co-Convenor, Evidence in Public Policy | 2017- |
| • <i>Blavatnik School of Government, Masters in Public Policy (MPP)</i> | |
| Teaching Fellow, Economic Development in Africa | 2015 |
| • <i>School of Oriental and African Studies, Economics Department, Undergraduate</i> | |
| Teaching Assistant, Statistics/Econometrics: Advanced Section | 2006 |
| • <i>Williams College Center for Development Economics MA program</i> | |
| Teaching Assistant, Principles of Microeconomics | 2005 |
| • <i>Williams College, Economics Department, Undergraduate</i> | |

Martin J. WILLIAMS

Selected Executive Education, Short Courses, and Workshops

- Executive Public Leaders Programme (EPLP)** 2021-
• *Co-convening module on Organizational Effectiveness. Blavatnik School of Government course for senior public leaders from around the world*
- Governing Digital Transformation: Improving Outcomes in Education Systems** 2021
• *Module on 'Managing public policy change'. Blavatnik School of Government in collaboration with EdTech Hub*
- Budget Monitoring and Evaluation for Officials of Ministries, Departments, and Agencies (Nigeria)** 2021
• *Session on 'Using Budget Data to Improve Delivery'. Collaborative Africa Budget Reform Initiative (CABRI) in collaboration with Nigerian Federal Civil Service*
- Ghana Civil Service Chief Directors Induction** 2019
• *Invited training session on research methods and information technology for incoming Chief Directors of Ghanaian ministries*
- Implementation in Government** 2018, 2019
• *Blavatnik School of Government in collaboration with Centro de Liderança Pública (Public Leadership Centre), Brazil*
- Brazil Rising** 2018
• *Blavatnik School of Government in collaboration with Fundação Lemann*
- Blavatnik School of Government in Whitehall** 2018
• *Research seminar on performance management for 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*
- Instructor, Microsimulation in Social Grant Analysis** 2008
• *Economic Policy Research Institute (Cape Town) short course for policymakers*

Doctoral Supervision

- Muhammad Khudadad Chattha (Public Policy, co-supervisor), 2018-2021
- Shruti Lakhtakia (Public Policy, co-supervisor), 2018-
- Binta Zahra Diop (Economics, co-supervisor), 2018-
- Aung Hein (Public Policy, sole supervisor), 2019-
- Aisha Jore Ali (Public Policy, co-supervisor), 2021-
- Amirah Sumarto (Public Policy, co-supervisor), 2021-

Professional

Review Service

American Political Science Review; American Journal of Political Science; Journal of Politics; Journal of Public Administration Research and Theory; Public Administration Review; Comparative Political Studies; Comparative Politics; British Journal of Political Science; Econometrica; Economic Development and Cultural Change; Political Research Quarterly; Journal of Public Policy; Journal of Law, Economics, and Organization; Governance; Administration and Society; Research and Politics; Oxford Development Studies; Revista de Administração Pública; European Planning Studies; African Affairs;

Martin J. WILLIAMS

Politique Africaine; Africa Today; Oxford University Press; LSE Press; Cambridge University Press

Editorial Boards

Journal of Public Policy

Professional Memberships and Affiliations

Comparative and International Education Society, 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, Athena SWAN Committee, Equality and Diversity Working Group

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; conversational in Twi (Ghana) and Wolof (Senegal)