

**ANTHONY LEVITAS**

**Position:** Decentralization Specialist (Policy Reform)  
**Level:** Senior-level  
**Current Employer:** Development Alternatives Inc.  
**Years of Experience:** 15 years  
**Education:** AbD., Political Science, Massachusetts Institute of Technology, Cambridge MA, "The Political Economy of Communism" 1984-1992  
B.S., with Honors, Major: Late Modern European History; Minor: Anthropology, University of California Berkeley, 1981  
**Regional Experience:** CEE  
**Languages:** English, native; Polish, fluent; French, proficient, Serbo-Croat, capacity to read

---

Mr. Tony Levitas, a staff member of Development Alternatives, Inc. (DAI) in the Governance, Economics and Transitions sector, has more than 10 years of experience providing advice on both the functional and financial dimensions of decentralization in post-communist Europe.. His area of expertise is in the reform of the regulatory frameworks that govern the relationship between national and local governments. In particular, his work has focused on assigning appropriate revenue and expenditure responsibilities to local governments; on developing sound rules for local government budgeting, investment planning and financial reporting; on the creation and regulation of municipal debt markets; and on the allocation and management of national government funds for education to both local governments and schools. Mr. Levitas has been instrumental in developing and implementing decentralization agendas in Macedonia, Serbia, Ukraine, and Poland. Through his work on DAI's Macedonia Local Government Reform Program, he helped draft, negotiate, and push through Parliament new Laws on Local Government Finance, the City of Skopje and on Primary and Secondary Education. These Laws constitute the cornerstone of Macedonia's effort to decentralize and will increase both the responsibilities of local governments and their revenues, including those coming from new own tax powers. In Serbia he has developed with the Ministry of Finance and the Standing Conference of Serbian Cities and Towns a strategy for the reform of the intergovernmental finance system that will replace the origin based sharing of sales taxes by local governments with an objectively determined general revenue grant from the national government and increased own source revenues. In Bosnia and Herzegovina he will be working with the concerned ministries of finance, the donor community, and key domestic NGO to develop a strategy to use the immanent implementation of a Value Added Tax to rewrite the intergovernmental finance system established with by the Dayton Agreement.

Prior to joining DAI, Mr. Levitas spent three years as a Senior Municipal Finance Advisor with Research Triangle Institute of North Carolina, and two years as Associate Director of the Program for International Public Finance of the Institute for Public Administration in New York. On a USAID-funded local governance strengthening project in Poland, Mr. Levitas worked with Polish municipalities on policy initiatives concerning fiscal decentralization and municipal capital markets, leading to the development of the first multi-year investment plans by Polish municipalities and contributed to the take-off of a well regulated municipal bond market. He later served as an Advisor to the Plenipotentiary Administrative Reform on fiscal decentralization and spent two years working

within the Polish Ministry of Education on the decentralization of primary and secondary schools to local governments. Mr. Levitas is widely published on all aspects of local government reform and fiscal decentralization and has held lectureships at Harvard University and the Massachusetts Institute of Technology.

## **PROFESSIONAL EXPERIENCE**

**Principal Development Specialist, Governance and Public Sector Management Group, Development Alternatives, Inc.** (January 2002-present) Provides technical assistance in the areas of fiscal and functional decentralization, local government budgeting and social sector finance. Develops an education finance practice within the firm's governance division.

**Principal Municipal Finance Advisor, USAID-funded LGRP Program, Macedonia.**

Advises both the Ministries of Finance and of Education and Science. Helps draft, negotiate with the IMF, and prepare for Parliament new Laws on Local Government Finance, the City of Skopje and Primary and Secondary Education. The Law on Local Government Finance increases the general revenues of local governments, gives them significant (property) tax powers, and creates a predictable, general revenue (equalization) grant that will be allocated on the basis of objective criteria. He also oversees work on education decentralization and has helped build a new analytical unit for education finance within the Ministry of Education and to draft laws on primary and secondary education that will progressively transfer these functions to local governments.

**Principal Municipal Finance Advisor, USAID funded SLGRP Program, Serbia.** Advises the Ministry of Finance and the Standing Conference Serbian Cities and Towns on the reform of the intergovernmental finance system and functional decentralization. Conducted major review of the system and proposed strategy for its overall reform that was accepted by the previous Ministry of Finance and which is currently being (re)considered by the new government. Strategy will lead to the replacement of shared sales tax (to be abolished with the introduction of VAT) with increased local government tax powers, including possibly a local income tax, and an (equalizing) general revenue grant based on objective criteria.

**Principal Municipal Finance Advisor, USAID funded GAP Program, Bosnia-Herzegovina.**

Advises the Ministries of Finance in both the Federation and the Republika Srpska on local government finance reform. Developing a strategy, in cooperation with other major donors and key domestic players to use the imminent implementation of a Value Added Tax to rewrite the intergovernmental fiscal relations established by Dayton, and which are increasingly understood as being dysfunctional.

**Education Finance Advisor to the Serbian Ministry of Education, World Bank Education Modernization Loan.** Provides technical assistance to the Ministry of Education in the development of the statistical systems necessary to design, develop and maintain a per pupil funding system for primary and secondary education.

**President, Levitas Consultants Ltd, New York** (November 2000-December 2001)

Served as Team Leader on Municipal Finance and Education Reform in Lviv, Ukraine under the British Know How Fund's LARGIS Project (March 2001-December 2001). Work brought the city's overall budgeting practices in line with Ukraine's new budget code and led the reform of the way the city allocates resources to schools. During this period Mr. Levitas also led a major research project funded by the European Union for the reform of rural education in Poland; authored a book chapter on local government budgeting for the Open Society Institute; and served as a Policy Advisor on fiscal decentralization projects for the Institute of Urban Economics in Moscow, the Croatian Center for Law Reform in Zagreb; and the International Center for Policy Studies in Kyiv.

**Research Triangle Institute, Center for International Development, RTP, North Carolina**  
(1996-1999)

Positions held:

**Chief of Party and Senior Municipal Finance Advisor, USAID Ministry of Education Technical Assistance project, Poland** (June 1999-October 2000)

Served as Chief of Party for USAID funded "Technical Assistance to the Polish Ministry of Education Project." Mr. Levitas led a 4 person research and policy team within the Ministry of Education that placed the allocation of national education grants to local governments for primary and secondary education on a per pupil basis for the first time. Work involved significant improvement of the Ministry's technical skills, statistical systems, and interaction with representatives of the local government community. During the same period, Mr. Levitas also served an advisor to the Polish Banking Association and helped draft legislation that improved the working of Poland's municipal bond market.

**Municipal Finance Advisor, Poland** (September 1997-May 1999)

Resident advisor to the Polish Ministry of Finance on fiscal decentralization under the USAID-funded "Democratic Governance and Public Administration Project," administered by Development Alternatives, Inc. Work led to the definition of own-tax revenues and grants-in-aid for new county and regional levels of government, as well the improvement of the regulatory framework for sub-sovereign borrowing and the operation of municipal utilities.

**Municipal Finance Advisor** (January 1996-September 1997)

Team leader for "Strategic Management, Budgeting and Finance" component of the USAID-funded, Pilot Local Government Partnership Program. Responsible for managerial and financial assessment of partner cities, and policy initiatives in the area of municipal capital market development and fiscal decentralization. Work led to the development of the first multi-year investment plans by Polish municipalities and contributed to the take-off a prudent, well regulated, municipal bond market.

**Associate Director, International Public Finance Program, Institute for Public Administration, New York, NY** (September 1993-December 1996)

Assignments include:

**Poland:** Resident Advisor to the Cooperation Fund, a Polish Program Management Unit of the European Union. Through the fund, designed, implemented and managed \$1.5 million dollar,

USAID-funded Urban Management Support Program. Program developed training materials, and TOT system for private consultants to improve the municipal budgeting in 12 Polish Cities. Conducted financial and institutional feasibility studies for the use of energy performance contracting in the modernization of municipal street lighting systems. Developed SME financing strategies for local economic development initiatives in Poland and Slovakia.

**Poland:** Resident Advisor to the Polish Ministry of Housing and Spatial Planning. Co-designed the Polish Municipal Development Agency, a project preparation facility for municipal infrastructure; facilitated 3.5 million Euro of support from the European Union for the new Agency. Negotiated a World Bank credit line to Polish commercial banks for municipal infrastructure. Helped develop Poland's first municipal bond legislation, and Hungary's groundbreaking municipal bankruptcy legislation.

**Industrial Performance Center, Massachusetts Institute of Technology, Cambridge MA. Organized, Research Fellow.** (September 1992-July 1993)

Organized year long-interdisciplinary seminar on industrial adjustment, the nature of labor, labor market institutions, and information technologies under a grant from the Sloan Foundation. Edited seminar working paper series.

**Teaching Assistant/Lecturer, Massachusetts Institute of Technology, Political Science Department, Harvard University, Department of Government Cambridge,** (September 1988-July 1992)

Taught or TA-ed courses on "The Political Development of Western Europe," "The Political Economy of Communism" and, "Socialism".

**MEMBERSHIPS**

Executive Board, Gdansk Institute of Market Economic (Warsaw)  
Program Board, Academy for the Development of Philanthropy (Warsaw)

**SELECT ENGLISH LANGUAGE PUBLICATIONS**

*Macedonian Intergovernmental Finance*, Background Paper for South-East European Regional Ministerial Conference on Effective Democratic Governance at the Local and Regional Level, OSCE/LGI, Zagreb, October 2004, pp. 1-15

*Serbian Intergovernmental Finance*, Background Paper for South-East European Regional Ministerial Conference on Effective Democratic Governance at the Local and Regional Level, OSCE/LGI, Zagreb, October 2004, pp. 1-16

*Next Steps For Intergovernmental Finance Reform in Serbia: Replacing Shared Sales Tax with Wage Tax Shares, a Transparent and Predictable Equalization Grant, and New Own Revenues*, Serbia Local Government Reform Project/USAID, May 2003 p. 1-33

*Reforming Serbia's Intergovernmental Finance System*, Serbia Local Government Reform Project/USAID, May 2002 p. 1-43 (forthcoming in International Journal of Public Administration)

*The Regulation and Development of the Subsovereign Debt Market in Poland: 1993-2002*, (with A. Kopanska) in P. Swianiewicz, Municipal Borrowing in Transitional Europe, Open Society Institute, Local Government Initiative, Budapest, forthcoming fall, 2003, p. 1-56

*Decentralization, Local Governments and Education Reform and Finance in Poland: 1990-1999*, (with J. Herczynski), in K Davey, Balancing National and Local Responsibilities: Education Management and Finance in Four Central European Countries, Open Society Institute, Local Government Initiative, Budapest, 2002 p. 113-191.

*Local Government Budgeting and Finance Reform in Poland 1990-1999*" (with M. Piszczek and J. Filas) in M. Hogue, Local Government Budgeting in Central and Eastern Europe, Open Society Institute, Local Government Initiative, Budapest 2003, p. 1-75

*Improving Rural Education in Poland* (with J. Herczynski, S. Golinowska) CASE Foundation/Warsaw Delegation of the European Union, June 2001 1-48

*The Political Economy of Fiscal Decentralization and Local Government Finance Reform in Poland, 1989-1999*, East European Regional Housing Sector Assistance Project, Project 180-00034, Urban Institute, July 1999, Washington, pp. 1-58

*Policy Options Related to the Reform of the 2000 Algorithm for the Allocation of Resources to Local Governments for Primary and Secondary Education*, (with J. Herczynski) Technical Support to the Polish Ministry of Education, RTI/USAID SUM Contract 7470-805, Warsaw, November 1999, pp 1-18

Review of "*From Autarky to the Market: Polish Politics and Economic, 1945-1995*" by Richard Hunter and Leo Ryan, Journal of Economic History, Spring 2000

*Policy Options Related to the Reform of the 1999 Algorithm for the Allocation of Resources to Powiats for Secondary Education* (with J. Herczynski) Democratic Governance and Public Administration Project/DAI, USAID Contract No. DHR-C-95-000026-00, February 1999, Warsaw pp. 1-23

*The Further Development of Sub-sovereign Capital Markets in Poland: Threats and Opportunities* (with T. Cochran and Michael De Angelis) Research Triangle Institute/Urban Institute, USAID Project No.6511-651, December 1998, pp. 1-45

Review of "*The Great Surprise of the Small Transformation: The Demise of Communism and the Rise of the Private Sector in Hungary*" by Akos Rona-Tas, American Journal of Sociology, Fall 1998

*Issues Related to the Calculation of a Financial Standard for Secondary Education and the Introduction of School Vouchers* (with R. Rafuse, C. Marks, Jan Swiecicki) Democratic Governance

and Public Administration Project/DAI, USAID Contract No. DHR-C-95-000026-00, June 1998, Warsaw pp. 1-20

*The Proposed Personal Income Tax Supplement for Local Governments in Poland: Some Preliminary Estimates of Disparities in Yields* (with R. Rafuse, Jan Swiecicki, C. Marks) Democratic Governance and Public Administration Project/DAI, USAID Contract No. DHR-C-95-000026-00, April 1998 Warsaw pp. 1-12

*Comments on: 'Preliminary Outline of the Principles for Financing Powiats' and the financial aspects of 'Foundations of the Government's Reform of the Structure of the State,* (with R. Rafuse and J. Swiecicki) Democratic Governance and Public Administration Project/DAI, USAID Contract No. DHR-C-95-000026-00, April 1998 Warsaw pp. 1-15

*Methodological Issues in Calculating and Financing a Second Tier of Local Self-Government in Poland,* (with R. Rafuse) Democratic Governance and Public Administration Project/DAI, USAID Contract No. DHR-C-95-000026-00, January 1998 Warsaw pp. 1-34

*Reform of Poland's Water Pricing Ordinance,* (with C. Revels) Democratic Governance and Public Administration Project/DAI, USAID Contract No. DHR-C-95-000026-00, January 1998, pp. 1-14

*The Development of the Polish Municipal Capital Market: 1994-1996,* PADCO/RTI, USAID Contract No. EUR-0034-C-4029-00, RFS 23I, October 1997, Warsaw, pp.1-23

*Reform of Poland's Municipal Budgeting, Accounting and Financial Reporting Systems,* (With J. McCullough, & J. Pigey) PADCO/RTI, USAID Contract No. EUR-0034-C-4029-00, RFS 23K, September 1997, Warsaw, pp. 1-45

*Rate Regulation for Water and Sewage Services in Poland,* (With M. Glasser & C. Revels) PADCO/RTI USAID Contract No. EUR-0034-C-4029-00, RFS 23J May 1997, Warsaw, pp. 1-30

*Local Government and Fiscal Decentralization in Poland,* Paper presented at the Conference on Institutional Reform in Transitional Economies, Economic Development Institute, World Bank, January 1996, Warsaw, pp. 1-35

*Local Guarantee Funds and SME Promotion in Poland,* in J. Drazkiewicz, G. Gesicka, J. Szczucki, eds., Local Initiatives, Polish Experiences, (Cooperation Fund, Warsaw: 1995)

*Guarantee Funds in Poland: Growing Trust, Knowledge and Money in an Unstable Environment* in A. Levitas and G. Gesicka, eds. Local Guarantee Funds in Poland, (OECD, Paris: 1995)

*Polish Works Councils under Communism and Neoliberalism: 1944-1991,* in J. Rogers and W. Streek, eds., Contemporary Works Councils, (University of Chicago Press: 1995)

*Voice is Not Enough: Labor Market Policy in Eastern Europe,* in O. Blanchard, K. Froot and J. Sachs, eds. Transition in Eastern Europe, (The National Bureau of Economic Research, Cambridge: 1994)

*Reconstructing the Public Sector in Poland: The Fiscal, Constitutional and Social Implications of Municipal Reform*, Paper presented to the Conference on the Social Embeddedness of Economic Transformation in Central and Eastern Europe, Wissenschaftszentrum Berlin, September 24-25, 1993.

*Non-Governmental Organizations, Democratic Development and Foreign Aid, 21st Century Foundation*, Washington DC, 1993

*Rethinking Reform: Lessons from Polish Privatization*, World Policy Journal, Vol. #3-4 December 1992.

*Skill-Market Matching and Local Employment Measures in Poland*, Report to the OECD, 1992

*The Privatization Process in the Polish Economy*, (With J. Dabrowski, M. Federowicz, & J. Szomburg.) Economic Transformations, vol. 23 Gdansk Institute for Market Economics, Warsaw, 1992

*Polish State Enterprises and the Properties of Performance: Stabilization, Marketization and Privatization*, (With J. Dabrowski & M. Federowicz) Politics and Society, Vol. 19 no. 4, December 1991

*The Collapse of the State Sector in 1991: the Moment of Truth*, (With J. Dabrowski & M. Federowicz.) Economic Transformations, vol. 18 Gdansk Institute for Market Economics, Warsaw: 1991

*Report on Polish State Enterprises in 1990*, Economic Transformations, (With J. Dabrowski & M. Federowicz.) vol. 11 Gdansk Institute for Market Economics, Warsaw: 1991

*State Enterprise Adjustment in Poland: January-June 1990*, (With J. Dabrowski & M. Federowicz) Economic Transformations, vol. 4 Gdansk Institute for Market Economics, Warsaw: 1990

*Stabilization and State Enterprise Adjustment: The political economy of state firms after five months of fiscal discipline, Poland 1990*, (with J. Dabrowski) Center for European Studies, Working Papers on Eastern Europe, Harvard University, 1990

*Solidarity Banks: Infrastructure from the Bottom Up*, The Journal of Communist Economies, Vol. 2 # 1 1990.

*What Does the 'Propertization' of the Nomenklatura Really Mean*, (with P. Strzalkowski.) Journal of Communist Economies, Vol. 2 #2 1990.