

## Edward Hedger

Overseas Development Institute

111 Westminster Bridge Road, London SE1 7JD, UK

**Tel:** +44 (0)20 7922 0441

**Fax:** +44 (0)20 7922 0399

**Email:** [e.hedger@odi.org.uk](mailto:e.hedger@odi.org.uk)

**Nationality:** British

**DOB:** 20.12.1975

### Qualifications and training

2004-2006 MSc – Public Policy and Management, Centre for Financial and Management Studies, SOAS, University of London

1995-1998 BSc (Hons) – Economics and Politics, University of Bristol

Qualified 'Practitioner' in UK Government PRINCE2 project management methodology (2005)

Trained as assessor and trainer in PEFA Performance Measurement Framework for PFM, PEFA Secretariat (Central Government: 2007, 2008; Sub-National Government: 2009)

Training application of political economy analysis at macro, sectoral and issue-specific levels (2009)

### Professional affiliations

Member of the ODI Council; Member of the UK Public Management and Policy Association (PMPA); Member of the International Consulting Economists' Association (ICEA); Member of the UK Institute of Management Consultants (MIMC); Member of the PEFA Community of Practice; Member of Chatham House (UK Institute of International Affairs); Research Adviser to the UK All-Party Parliamentary Group on Overseas Development (APGOOD)

### Languages

English	Mother Tongue	French	Basic
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### Areas of experience

- Public finance and management reform at central, regional and local levels of government, focusing on capacity building and institutional development. Specialising in budgeting, public expenditure management, public financial management and accountability, policy analysis and programme evaluation, organisation development, strategic planning and policy development, aid harmonisation and donor coordination, intergovernmental fiscal relations and decentralised governance, and regional economic development.
- Design, implementation, management and evaluation of technical assistance projects and aid programmes for DFID, World Bank and other major international financial institutions.
- Design, development and delivery of workshops and training programmes, including the use of 'training of trainers' techniques.

**Country experience** Afghanistan, Bosnia and Herzegovina, Kosovo, Liberia, Malawi, Mozambique, Russian Federation, Rwanda, Saudi Arabia, Serbia, Sierra Leone, South Africa, Uganda, Ukraine, United Kingdom, USA, Zambia, Zimbabwe

### Career

2007- Centre for Aid and Public Expenditure, Overseas Development Institute

- 2010-date: Senior Research Fellow
- 2009-2010: Acting Head of Programme
- 2007-2010: Research Fellow (Public Finance)

2001-2007 Management Consultancy Division, PKF (UK) LLP

- 2005-2007: Managing Consultant (Public Finance and Institutional Development)

- 2002-2005: Senior Consultant
- 2001-2002: Consultant

1998-2001

Institutional Development Group, Crown Agents

- 2000-2001: Adviser, Public Sector Modernisation and Management

## Recent experience and assignments

### Budgeting and Public Finance Management

- 2010-** United Kingdom – Budget Strengthening Initiative for Poor and Fragile States (DFID)  
Senior Budgeting and Public Financial Management Specialist for a £7m flagship programme to design an international budget resource centre for fragile states.
- 2010-** United Kingdom, USA, Sierra Leone, Liberia and West Bank & Gaza – Public Financial Management in Fragile States: Phase II (World Bank)  
Lead researcher for a major cross-country study on PFM re-building and reforms in fragile states. The study involves development of a framework for analysing PFM systems and reforms, and investigation of reform sequencing and World Bank engagement in eight case study countries (Sierra Leone, Afghanistan, Cambodia, Liberia, West Bank & Gaza, Kosovo, Democratic Republic of Congo, and Tajikistan). Fieldwork will contribute to a synthesis report and guidance note.
- 2010-** United Kingdom – Evaluation of Public Financial Management Reform: Quantitative Analysis of Cross-country Evidence (SIDA)  
Senior expert on team carrying out statistical analysis of PFM reform evidence to establish correlations between donor reform effort, contextual variables and PFM system performance.
- 2010-** United Kingdom - Government Resource Allocations to the Social Protection Sector and Affordability: Public Sector Spending Review (DFID)  
Senior public expenditure specialist advising team carrying out multi-country analysis of public spending composition, comparison of budget classifications and assessment of performance against international spending benchmarks.
- 2010** United Kingdom – Practical Approaches to the Aid Effectiveness Agenda: Evidence in Aligning Aid Information with Recipient Country Budgets (PWYF, IBP)  
Peer reviewer of technical ODI Working Paper on cross-country analysis of government budget classifications and comparison with COFOG and DAC CRS.
- 2009-2011** Bosnia and Herzegovina – Strengthening Public Expenditure Management: Phase 3 (DFID)  
Adviser to the Ministries of Finance at State and Entity Government levels on strengthening capital budgeting processes and integrating external aid financing. Technical assistance to improve integration of the Public Investment Programme and external financing within the regular budget cycle. Key tasks include implementation of a common classification system between the operating and investment budgets; and review of existing aid flows and development of processes to increase the share of aid ‘on-budget’.
- 2009** United Kingdom – ‘Synthesis of current lessons from PFM diagnostics’ (DFID)  
Briefing paper for DFID Advisers on the comparative performance of PFM systems across countries and over time, on the factors that underpin successful PFM reforms, and on the role that donor agencies can play in PFM reform processes.
- 2009** United Kingdom – Peer Review of ‘African Governance Outlook’ (AfDB)  
External peer reviewer of concept and framework for proposed AfDB initiative to design an assessment framework for the quality of public sector governance and PFM in African countries.
- 2009** United Kingdom / USA – Public Financial Management in Fragile States (World Bank)  
Lead researcher for review of international knowledge, concepts and experience with PFM re-building and reforms in fragile states. The study involved development of a framework for analysing PFM systems and reforms, and investigation of reform sequencing and World Bank engagement in three case study countries (Sierra Leone, Afghanistan and Cambodia).

- 2008** United Kingdom – CAPE Conference 2008 “Reforming for Results: How can PFM reform improve government performance?” (DFID, Irish Aid, GTZ)  
Lead researcher responsible for the concept, design and organisation of the [ODI-CAPE Conference 2008](#) on the relationship between public finance management reform and public service delivery. Developed publications, including a concept note and conference report on issues surrounding PFM reform and government performance.
- 2008** Serbia – Strengthening Ministry of Finance and Economy capacity for strategic budgeting (DFID)  
Preparation of a policy paper for the Serbian Government on the PFM reform requirements associated with EU accession. Review of progress with strategic budgeting reform in Serbia and lesson-learning from other countries in the region. Recommendations on future PFM reform actions and presentation of conclusions to the Minister of Finance.
- 2008** United Kingdom – Research study on public expenditure composition and flexibility in DFID PSA countries (DFID)  
Desk-based review of good practice in public expenditure reallocation. Country-specific analysis of expenditure composition and assessment of technical, political and institutional feasibility for reallocating expenditure towards priority sectors and programmes.
- 2007-2008** United Kingdom – ‘Enhancing accountability for the use of public sector resources’ (UK NAO)  
Lead researcher responsible for preparation of a technical background paper (for triennial conference of Commonwealth Auditors-General) on enhancing the effectiveness of Commonwealth Parliamentary Public Accounts Committees and the contribution of Supreme Audit Institutions to public financial accountability.
- 2007-2008** United Kingdom – Study on Experience with Multi-Year Expenditure Frameworks in Selected Developing Countries (OECD)  
Public financial management specialist providing desk-based review input as part of a cross-study (Australia, The Netherlands, South Africa, Armenia, Uganda) on multi-year budgetary frameworks and their impact upon environment sector spending.
- 2007** United Kingdom – CAPE Conference 2007 “PFM Reform in Difficult Governance Environments” (DFID, Belgian Technical Cooperation, Irish Aid)  
Lead researcher responsible for the concept, design and organisation of the [ODI-CAPE Conference 2007](#) on the political economy of public financial management reform. Developed associated publications, including a concept note, opinion paper and conference report on issues surrounding PFM reform in complex governance contexts.
- 2005-2007** Bosnia and Herzegovina – Strengthening Public Expenditure Management: Phase 2 (DFID)  
Budget Adviser on a multi-year technical assistance project to introduce medium-term, policy-based budgeting in the State, Federation, Cantons, and Republika Srpska in Bosnia and Herzegovina. Technical support to the Government of Republika Srpska with all aspects of the budget planning process from BFP development through to adoption of the Annual Budget. Included training for staff of the Ministry of Finance and budget organisations in budget analysis, programme formulation and costing, and performance measurement.
- 2006** Bosnia and Herzegovina – Fiduciary Update on Public Financial Management (DFID)  
Budget Specialist supporting a World Bank team to prepare a Fiduciary Update for Bosnia and Herzegovina, drawing on the PEFA PFM framework. The review covered all aspects of ‘upstream budgeting’, including strategic planning and policy development, medium-term budget planning and annual budget preparation.
- 2002-2005** Russian Federation – Technical Assistance Facility for Russian Regional Finance Reform (DFID)  
Team Leader of £5.2 million programme of technical assistance to 21 regions in the Russian Federation in all aspects of public financial management reform. Responsible for the design, development, commissioning, monitoring and evaluation of 48 projects at Federal and sub-national levels, in line with FMoF targets.

- 2002-2005** Afghanistan – Emergency Public Administration Project, Control and Audit Office Component (World Bank)  
Project Manager and Institutional Development Specialist on a multi-year technical assistance project to assist the Supreme Audit Institution in Afghanistan (the Control and Audit Office) to become more organisationally effective and operationally independent in its role of scrutinising public expenditure.
- 2004** Afghanistan – Audit of UNDP Nationally Executed (NEX) Projects (UNDP)  
Project Manager of a team providing audit management and technical assistance to the Control and Audit Office in Afghanistan for the audit of the UNDP portfolio of Nationally Executed (NEX) projects.
- 2002-2003** Russian Federation – City of St Petersburg Assistance to the Finance Committee (DFID)  
Project Manager and Economist on team advising the City Government on municipal public finance management. The project focused on cost recovery on public services, risk management of debt securities, targeting of social benefits and the introduction of modern accounting practices.
- 1998** Sri Lanka – Institutional Strengthening of the Ministry of Finance and Planning (ADB)  
UK-based technical and managerial support for a strategic review of public finance accounting, public expenditure management and planning, and human resources development functions and responsibilities of the Ministry of Finance and Planning.

#### **Aid Delivery and Aid Effectiveness**

- 2009-2010** United Kingdom - How Unpredictable Aid Influences Service Delivery (World Bank)  
Lead researcher for study to examine in-depth the problem of aid predictability at aggregate and sector levels, and its impact upon the delivery and performance of government programmes. Particular focus on issues of aid expectations, reliability of aid, permanence of aid, type of aid, and timing (short- and medium-term), as well as how fragmentation and donor coordination impact predictability of aid resources. Co-author of synthesis paper from country reports (Uganda, Ghana and Tanzania) and literature/data review.
- 2009** Malawi – Analysis of Malawi’s Public Spending and General Budget Support (DFID)  
Specialist public finance management input for the design and quality review of a simplified public expenditure review, and an enhanced (economic) options appraisal for continuation of DFID General Budget Support to the Government of Malawi against alternative aid modalities and a ‘no aid’ scenario. Recommendations to country team on GBS design modifications.
- 2008-2009** Uganda – Sector Budget Support in Practice (Strategic Partnership with Africa, DFID)  
Case study researcher/author responsible for review of education sector budget support in Uganda 1997-2009. The objective of the research study to which this case contributes is a systematic comparative review of SBS in practice, to draw out key findings and recommendations and good practice guidelines to complement those developed by the OECD for GBS.
- 2009** Saudi Arabia and United Arab Emirates – Donor Decision-making on Basic Education Financing (Hewlett Foundation)  
Case study researcher investigating factors influencing scale-up of external funding to basic education in developing countries. Responsible for investigating aid policy and decision-making by Islamic Development Bank, Saudi Government and Dubai Cares.
- 2009** Sierra Leone – Recipient Decision-Making about Additional Aid Financing: Stakeholder Views on Effectiveness (DFID)  
Researcher undertaking country case study to investigate which criteria recipient governments use in evaluating the comparative effectiveness of multilateral organisations and in deciding between sources of additional development assistance. Semi-structured interviews with Government Ministers and senior civil servants.
- 2007** Malawi – Proposals for Single Financial Framework for UN in Malawi (UNDP)  
Public financial management specialist providing UK desk-based review input to a study on the feasibility of UN “One Budget” proposals for Malawi.

- 2000** Sierra Leone - Verification of UK Programme Aid Grant (DFID)  
Economist on team reviewing budgetary expenditure and government financial management in advance of UK aid tranche disbursement. The scope of verification included expenditure from the consolidated fund, external debt repayments, and domestic debt issuance.
- 2000** Rwanda - Verification of UK Programme Aid Grant (DFID)  
Economist on team reviewing budgetary expenditure and government financial management in advance of UK aid tranche disbursement. The assignment included joint verification work with the Auditor-General's Office.

#### **Public Sector Management and Reform**

- 1999-2001** Zambia - Basic Education Sub-Sector Investment Programme (BESSIP) (DFID)  
Project Manager of a multi-year project supporting the institutional and human resource development component of BESSIP, involving provision of technical support to restructuring of the Ministry of Education and the review of organisational development needs.
- 2000** Mozambique - Institutional Support to Ministry of State Administration (World Bank)  
Institutional Development Consultant on team advising on development of outline strategies for the revised roles and responsibilities of Permanent Secretaries and for the decentralisation of functions of government.
- 1999** Zimbabwe - Reorganisation, Commercialisation and Possible Privatisation of the Central Mechanical Equipment Department (CMED) (DANIDA)  
Economic Researcher on team undertaking organisational and financial review of the Government vehicle fleet management department. Development of recommendations for restructuring and commercialisation.

#### **Monitoring and Evaluation**

- 2005** Russian Federation – Post-project Impact Assessment and Evaluation (DFID)  
Technical Adviser on joint DFID Russia and PKF mission to Stavropol Krai to review the impact of DFID-funded technical assistance in public financial management to the Regional Government.
- 2001** Ukraine - Evaluation of part of the DFID Private Sector Development Programme (DFID)  
Project Manager for assignment to develop Monitoring and Evaluation baselines for two DFID-funded private sector development projects focusing on improving the regulatory environment for business and the competitiveness of Small and Medium Enterprises (SMEs).
- 2000** Kosovo - Support for UNMiK Personnel Information and Payroll Systems (DFID)  
Field Team Supervisor on mission to review United Nations Mission in Kosovo (UNMiK) payment systems, supervise payment of public sector workers and verify identity of claimants in regional centres.
- 1999** South Africa - Imbewu Project (formerly Eastern Cape Primary Schools Improvement Project) (DFID)  
Member of joint DFID SA and Crown Agents monitoring and evaluation mission to undertake project output-to-purpose review and determine scope of future technical assistance.

#### **Regional and Local Economic Development**

- 2001** Ukraine - Economic Regeneration and Social Mitigation in the Donbass (DFID)  
Project Manager and Economic Researcher for technical assistance to design a £6m flagship project aimed at implementing major social, economic and institutional development in Donetsk and Lugansk Oblasts in the context industrial restructuring in the mining sector.
- 2000** Ukraine – Scoping Visit to Donetsk Oblast  
Scoping mission to hold high-level discussions with the Regional Administration about a proposed project to transfer management of social sphere public sector assets to the private sector.

## Facilitation and Training

- 2008** USA – Public Financial Management Reform Workshop: ‘From Diagnosis to Action: Sequencing and Politics in PFM Reform’ (World Bank)  
Key speaker at a for World Bank PFM specialists, focusing on political economy and strategy issues in PFM reform. (See: <http://blog-pfm.imf.org/pfmblog/2008/07/from-diagnosis.html>)
- 2003** United Kingdom – Study Tour for the Auditor General of Afghanistan (UK FCO)  
Project Manager of a study visit to London for the Auditor General and a Director of the Control and Audit Office to review the application of good practice in public sector external audit in the UK.
- 1999-2000** South Africa - Selection, Training and Management of the DFID SA Regional Panel of Institutional Development Consultants (DFID)  
Head office technical support to DFID South Africa in the assessment and recruitment of institutional development consultants to form an advisory panel to DFID SA.
- 1999** United Kingdom - Study Tour for South African Education Department (DFID)  
Management and facilitation of a study tour to London, Birmingham and Glasgow for delegates from the National and Provincial Education Departments in South Africa.

## Publications

- 2010** (with P de Renzio) What do Public Financial Management assessments tell us about PFM reform? ODI Background Note, forthcoming
- (with H Tavakoli) Aid effectiveness in Malawi: ‘options’ appraisals and budget support, ODI Project Briefing, forthcoming
- (with T Killick and G Smith) Extent, Influences on, and Consequences of Aid Unpredictability: Synthesis Report, London: ODI
- 2009** (with T Williamson) Sector Budget Support in Practice: Case Study on the Education Sector in Uganda
- (with N Highton and H Tavakoli) DFID Malawi 2009/10 Poverty Reduction Budget Support Options Appraisal Report
- (with H Tavakoli) Public Expenditure in Malawi: Analysis of Trends and Performance
- (with C Wathne) Stakeholder Perceptions: Key Attributes of an Effective Multilateral Donor – ODI Project Briefing
- (with C Wathne) What is missing in the aid effectiveness debate? – ODI Briefing Paper
- (with C Wathne) Multilateral Aid Organisations: Stakeholder Views on Effectiveness, London: ODI
- (with G Baudienville and P Krause) Public Financial Management in Fragile States: Review of international knowledge & concepts and three case studies on experience with PFM re-building and reforms – Preliminary Review Paper, London: ODI
- Financing Basic Education: Opportunities and Constraints – Case Study Reports on Saudi Fund for Development and Islamic Development Bank
- 2008** (with G Handley) Reforming for Results: Can Public Financial Management Improve Government Performance: CAPE Conference 2008 – Conference Report, forthcoming
- Relevance and Contribution of Multi-Year Budgeting to the EU Accession Process in Serbia – Paper for the Ministry of Finance of Serbia, London: ODI
- (with B Mitra-Khan) Public Expenditure Composition and Fiscal Performance in EU Member States and Candidate Countries: Comparative Analysis of Key Fiscal and Budgetary Trends – Paper for the Minister of Finance of Serbia, London: ODI
- (with R Singh and G Handley) Public Expenditure Composition and Flexibility in DFID Public

- Service Agreement Countries – Phase 1 report, London: ODI
- (with Z Kizilbash Agha) Politically Correct PFM Reform: Ideas on how to make politics matter in the strengthening of public finances – ODI Briefing Paper, unpublished
- (with Andrew Blick) Enhancing Accountability for the Use of Public Sector Resources: How to Improve the Effectiveness of Public Accounts Committees, London: ODI
- 2007** (with Z Kizilbash Agha) Tales of the Unexpected: Public Financial Management Reform in Difficult Environments: CAPE Conference 2007 – Conference Report, London: ODI
- (with G Handley and S Burall) Scoping Mission into Funding Sources of UN Agencies in Malawi: Towards a Single Budgetary Framework, London: ODI
- (with M Bowen and R Williams) Fiduciary Update on Public Financial Management in Bosnia and Herzegovina, Washington DC: World Bank
- 1998-2006** Various project reports and technical papers