

*Short Curriculum Vitae*  
**Heidi Tavakoli**  
Overseas Development Institute

111 Westminster Bridge Road, London, SE1 7JD, UK

**Tel:** +44 (0)20 7922 0416

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

**Email:** [h.tavakoli@odi.org.uk](mailto:h.tavakoli@odi.org.uk)

**Nationality:** British

### Qualifications

**2004 - 2005** MSc (Distinction) Development Economics with Reference to Africa, SOAS, University of London

**1999 - 2002** BSc (2.1) Economics and International Studies, University of Warwick

### Key experience

#### *Public financial management (PFM):*

- PFM reform and diagnostics, including public expenditure analysis and Public Expenditure Reviews
- Sector PFM, including MTEF development, budget planning/preparation and intra-sectoral resource allocation
- Political-economy of PFM reform
- Fiscal decentralisation

#### *Aid modalities and aid effectiveness:*

- Budget Support and aligning aid to partner country systems
- Sector aid management and coordination

#### *Survey work and training and capacity development*

### Country experience

South Sudan, Namibia, Sierra Leone, Malawi, Kenya, Bosnia and Herzegovina, Kosovo, Bangladesh, Jordan, United Kingdom

### Additional Training

Trained as an assessor in PEFA Performance Measurement Framework for PFM, PEFA Secretariat (2009)  
Prince2 Foundation Qualification (2009)

### Posts held

**2011 – present** **Research Fellow**, Overseas Development Institute, London, UK (Centre for Aid and Public Expenditure, CAPE)

**2009 – 2011** **Research Officer**, Overseas Development Institute, London, UK (CAPE)

**2008** **Consultant**, Oxford Policy Management, Oxford, UK

**2005 – 2007** **Economist/Financial Planner**, ODI Fellow, Ministry of Education, Windhoek, Namibia

**2003 – 2004** **Task Force Coordinator**, New Steps, Tomorrow's People, Brighton, UK

**2002 – 2004** **Volunteer Coordinator**, Local Oxfam Campaigns Group, Brighton, UK

**2001** **Volunteer**, Action for People in Conflict (AfPIC), Thika, Kenya

### Past and ongoing assignments

#### *Public financial management*

- *PFM re-building and reforms in fragile states (phase I and II)*: key author of a multi-country case study on the effects of fragility on the design, development and implementation of PFM reforms in fragile states. Responsible for case studies on Sierra Leone and Kosovo, and contributor to the synthesis report (2009 - ongoing).

- *PFM Reform in Bosnia and Herzegovina (BiH)*: provided technical assistance to support PFM Reform in BiH. Assignments included: i) support to implement an appropriateness, efficiency and effectiveness review in two line ministries; ii) support to align the budget planning and preparation process of two extra-budgetary funds with the 10 steps medium-term approach applied across the whole of government (2009 - 2011).
- *Malawi public expenditure analysis*: carried out a simplified Public Expenditure Review for DFID Malawi (2009).
- *Rwanda Public Environment Expenditure Review (PEER)*: reviewed a PEER and provided recommendations for a training manual (2009).
- *Public Expenditure Review, Ministry of Education, Jordan*: Analysed past expenditure trends, expenditure performance and financial management processes. Projected future expenditure under different policy scenarios (2008).
- *Medium Term Expenditure Framework (MTEF)*: prepared the annual Medium Term Plan in the Ministry of Education, Namibia. Focused on strengthening the links between policies and budgeting through the implementation of programme budgeting (2005-2007).
- *Financial decentralisation*: led a ministerial team to decentralise budget planning to the regions in the Ministry of Education, Namibia. Assisted in the development of the budget planning tools (regional simulation models; budget submissions; frameworks for regional expenditure issues and strategy papers) and worked alongside government officials to analyse the regional submissions and integrate the budgetary output into the ministerial budget for the 2007/08-2009/10 MTEF (2006-2007).
- *Financial policy scenarios*: projected ministerial recurrent and capital costs under different policy scenarios using the ministerial simulation model. Completed activity-based costing of additional activities. Ministry of Education, Namibia (2005-2007).
- *Capacity development*: trained officials and senior managers to carry out activity-based costing and use the ministerial simulation. Facilitated training workshops for budget decentralisation. Ministry of Education, Namibia (2005-2007).
- *Normative financing*: contributed to the development and implementation of a per capita financing formula for education provision in Namibia (2006-2007).

### **Aid modalities and aid effectiveness**

- *Aligning aid more effectively in Southern Sudan*: support to the Ministry of Finance and Economic Development to design and implement sector aid modalities which are better aligned to government systems and processes (2011– on going).
- *Budget Support – the way forward*: organised a meeting series with development experts on pertinent issues related to Budget Support. Drafted a Background Note on the critical issues for Budget Support design (2010 – ongoing).
- *Aid in Agriculture*: Analysed and explored the trends in aid to agriculture over the last 15 years. Responsible for drafting the DFID case study (2011 - ongoing).
- *Fiscal Space in Nigeria*: Analysed the fiscal space for expanding social protection programmes in Nigeria (2011 - ongoing).
- *Options Appraisal for DFID Malawi*: carried out an Options Appraisal of DFID Poverty Reduction Budget Support in 2009/10, based on DFID's new corporate guidelines on enhanced economic appraisals (2009).
- *Gates Progress in Development - A Library of Stories*: categorised stories of progress in developing countries in the education and social protection sectors (2010).

- *Consultation of Low-Income Countries (LICs) on the adaptability and responsiveness of Bretton Woods Institutions*: facilitated a web-based consultation for civil society representatives from LICs (2009).
- *Aid effectiveness in Commonwealth countries*: Analysed the performance and progress of Commonwealth donor and aid-recipient countries against the monitoring indicators for the Paris Declaration (2009).
- *Aid management and coordination*: developed the financial framework for the Namibia Education and Training Sector Improvement Programme (ETSIP) to improve the management and coordination of donor financial releases to projected costs and activity timeframes (2005-2007).

### **Survey work and using databases**

- *School Choice Survey in Bangladesh*: designed and facilitated the implementation of a survey to capture the determinants of school choice in Bangladesh. The survey was implemented in four districts using a range of both quantitative and qualitative instruments (2008).
- *General and Sector Budget Support Survey 2008, Strategic Partnership with Africa (SPA)*: collected and cleaned the data for the 2008 survey (2009).
- *Education simulation models*: reviewed and analysed simulation models used for education planning (2008).
- *Modeling education expenditure in Namibia*: worked with different sources of macroeconomic and education data to project forward aggregate and regional expenditure under different policy scenarios using education simulation models (2005-2007).

### **Selected publications and reports**

#### *Research reports and ODI publications (authored or co-authored):*

- Understanding Aid to Agriculture, Rural Development and Food Security, DFID Case Study, March 2011, ODI (*forthcoming*)
- Fiscal Space for Social Protection in Nigeria, March 2011, ODI (*forthcoming*)
- Insights from Recent Evidence on Some Critical Issues for Budget Support Design, ODI Background Note, 2011
- Public Financial Management in Fragile States: Country Case Study Kosovo, November 2010, ODI (*forthcoming*)
- Public Financial Management in Fragile States: Country Case Study Sierra Leone, version 2, November 2010, ODI (*forthcoming*)
- Aid effectiveness in Malawi: Options Appraisals and Budget Support, Project Briefing 47, September, 2010, ODI
- DFID Malawi 2009/10 Poverty Reduction Budget Support, Options Appraisal Report, November 2009, ODI
- Public Expenditure in Malawi, Analysis of Trends and Performance, November 2009, ODI
- The "Web-based" G20 Consultations on the Adaptability and Responsiveness of the International Financial Institutions, September 2009, ODI
- The World Bank's Response to the Global Downturn and Recent Fuel/Food Shocks, August 2009, ODI
- Member Countries Progress on the Aid Effectiveness Agenda, August 2009, ODI
- Public Financial Management in Fragile States: Country Case Study Sierra Leone, July 2009, ODI
- Public Expenditure Review, Ministry of Education, Jordan, October 2008, Oxford Policy Management
- School Choice in Bangladesh, November 2008, Oxford Policy Management.

#### *Advisory technical inputs and policy briefs:*

- Support to the Development of Sectoral Aid Instruments in South Sudan, a Discussion Paper, May 2011, ODI
- Framework for an Appropriateness, Efficiency and Effectiveness Review in Bosnia and Herzegovina, June 2010, PKP/ODI
- Ministry of Education, Namibia, contributions to: i) the sector plan; ii) the Medium Term Plan 2007/08-2009/10 and 2008/09-2010/1; iii) various budget guidelines for budget decentralization.