



Marcus Manuel

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Marcus Manuel is a highly experienced senior manager and economist with twenty five years of development experience. He is a former UK Department for International Development (DFID) Regional Director where he was part of the DFID Leadership Group. For seven years he was responsible for country offices and programmes in a range of African and Asian countries and for much of this time he was also responsible for all of DFID's humanitarian work in Africa. He has been responsible for managing up to 200 staff and for overseeing annual budgets of up to £300 million with personal responsibility for authorising projects up to £40 million. He is also a former senior manager and economist in the UK Treasury, where he was responsible for all issues regarding international development. He has represented UK Ministers at a wide range of senior international fora and acted as the Prime Minister's Africa Personal Representative for G8 summit preparations. For the last four years he has been working the Overseas Development Institute (ODI), Europe's leading think tank on development. He created and led an innovative programme of support to countries emerging from conflict.

QUALIFICATIONS

1988 Economics, MSc (Distinction), London University

1983 Physics, BA Hons, Oxford University

Country Experience:

Multiple engagements over period of years

Africa: DRC, Ghana, Liberia, Nigeria, Sierra Leone, South Africa, South Sudan, Uganda

Asia & Pacific: China; Fiji; Nepal.

Individual engagements

Bangladesh, Central African Republic, India, Mali, Mozambique, Myanmar, Niger, Rwanda, Sudan, Tanzania, Zambia

Languages

English (mother tongue), French (intermediate)

CAREER

May 2010

Senior Research Associate (Mar 2014 – Present)

Director Budget Strengthening Initiative (May 2010-Mar 2014)

Head of Centre of Aid and Public Expenditure (May 2010- March 2011)

Overseas Development Institute (ODI)

Responsible for creating and leading new innovative technical assistance programme to provide independent support to fragile, conflict-affected states on financial management. Main focus on South Sudan, Liberia and DRC. Programme pioneering new political economy approach to institutional reform. Personally recruited independent advisory board (including senior managers from IMF, World Bank, UNDP, Professor Sir Paul Collier and Professor Matt Andrews), the heads of country teams and led country visits to secure new country programmes. Built management, administration and communications structures and led funding efforts. Over the four years managed to draw on increasing number of nationals from fragile states to deliver the support. Personally initiated and led work to support g7+ group of fragile states including lead author of research that formed background to New Deal agreed at Busan. The programme was independently evaluated in 2013. It was ranked in the top 25% of all DFID projects and commended for the unusually high rate of effective implementation of its advice. Over time In April 2014 handed over leadership to Deputy, and now work as part-time member of management team to free up time to work directly to ODI Executive Director developing new ODI initiatives in particular in areas of justice and security.

2007–2010

Director Pan Africa Strategy and Programmes

DfID

One of three directors in senior management team for Africa division. Personal responsibility for strategic thematic and cross cutting issues. Chair of joint Foreign Office and Ministry of Defence committees on Africa conflict prevention programme and China in Africa. UK's Africa Personal Representative in preparation for G8 Head of State summit meetings. Main areas of work

- Design of Africa division climate change action plan with focus on support to African governments in the run up to Copenhagen negotiations (including proposal for Extraordinary meeting of Africa Partnership Forum on climate change ahead of Copenhagen) and specific actions on voice; knowledge; finance; adaptation and win-win mitigation actions. Also UK representative on Congo Basin Forest Fund Executive committee.
- Development of DfID's approach to regional working – new programmes on Africa Union, East African integration; transboundary rivers; overall share of spending on regional programmes doubled
- Development of new donor approach to supporting regional integration in particular through North South Corridor conference in Lusaka in 2009 chaired by three Regional Economic Communities and attended by four African presidents; President of AfDB; Cathy Ashton (then EU trade commissioner) and the Secretary General

- of WTO (who cited this as best example of Aid for Trade).
- Off track MDGs - in particular new approach to tackling maternal mortality in fragile states
- Development of Africa Division's Gender Equality Action Plan into outcome oriented programmes in every country office covering better access to public services and greater political and social empowerment; greater participation in economic activities and actions to tackle gender based violence
- DAC peer reviewer for French aid, visiting Mali and Central African Republic.
- Overall management responsibility for 100 staff in UK and Africa with total budget of £150 million pa
- Delegated authority to approve individual projects up to £40 million

2004–2006

Deputy Director, Africa (West Africa)

DfID

Supported Africa Director in achieving poverty reduction in Africa in particular by managing DfID offices in Nigeria, Sudan, Ghana and Sierra Leone as well as West Africa Department and Africa Conflict and Humanitarian Unit in London. Main areas of work

- Overall DfID country strategy and management of country programmes
- Pivotal role in securing debt deal for Nigeria in 2005
- Creation of DfID office in N Nigeria - the first such sub national DfID office.
- Dialogue with Government of Sierra Leone, in particular on issues of budget support and corruption. Co-chaired Consultative Group for Sierra Leone in London.
- Development of innovative joint donor office in southern Sudan and reform of the multi donor trust fund. Represented UK at Sudan Consortium in Paris.
- Support for West Africa Regional Economic Community (ECOWAS) in particular through delivery of innovative joint funding agreement with French and Canadians
- Response to Niger food crisis and delegated cooperation agreement with French Government in Niger
- Overall management responsibility for 200 staff in West Africa and London with total budget of £300 million pa

2003-2004

Deputy Director, Asia

DfID

Supported Asia director to maximise Division's contribution to reduction in poverty in Asia, in particular by managing Asia directorate in London and DfID offices in China and Nepal. Main areas of work

- Overall DfID country strategy and management of country programmes
- Development of partnerships with Japanese Government and US administration

- Representing DfID in cross government debates on UK policy towards Nepal
- Overall management responsibility for 100 staff in Asia and London with total budget of £65 million pa

2001-2002

**Deputy Director/Head of Dept, International Poverty Reduction
HM Treasury**

Designed and established new department to support development and implementation of Gordon Brown's international development agenda on both the domestic and international stage. Major areas of work

- Development of innovative development financing instruments (such as International Financing Facility (IFF))
- Development of new global initiatives
- Development of HIPC debt policy including international agreement to \$1 billion package at G8 summit in 2002
- Making the global case for more aid (at time of Monterrey conference)
- Relationship with NGOs (including Chancellor's breakfast with heads of agencies and development of Commonwealth Education Fund)
- Management of 20 staff

1996-2000

Senior Economic Adviser

**Ministry of Finance, Planning and Economic Development,
Uganda**

Senior adviser in Ministry and only expatriate member of Top Management team. Main areas of work

- Support to Uganda's budget process; including budget preparation process within government; dialogue with donors and NGOs, development of Budget Framework paper; development of comprehensive Medium Term Expenditure Framework. During this period government spending on poverty programmes (eg primary education; rural roads; agriculture extension) more than doubled, rising from 2% to 5% of GDP. Budget documentation transformed from line ministry estimates being published some weeks after Budget speech to full medium term integrated aid and budget figures and framework including detailed budget and outturn figures at ministerial and programme level being published at same time of speech.
- Creation of the concept of a virtual Poverty Fund to ensure HIPC debt relief channelled through the budget to deliver additional spend on poverty programmes and reported on quarterly basis to parliament; civil society and donors. Ability to account for debt relief cited by IMF/World Bank as key reason for Uganda accessing enhanced HIPC debt relief. Concept of virtual poverty fund subsequently adopted by other HIPC countries
- Support for negotiations with IMF and donors (including negotiation of increased fiscal deficit to allow debt relief to be spent and development of donor principles)
- Development of sector wide approaches/sector budget support programmes in education, agriculture; health; law & order and

water. Work with line ministries on development of their strategic plans. Costing of the PRSP.

- Support to tax department and public enterprise reform programme
- Development of affordable public sector pay reform programme
- Crisis management support (e.g. closure of large commercial bank; response to sudden fall in value of Uganda shilling; options for resolving nationwide VAT strike)
- Work with Oxfam International to lobby for faster and deeper HIPC debt relief
- Design of fundamental restructuring of Ministry to enable shift to more strategic engagement with line ministries and creation of internal departments focusing on budget policy, poverty and private sector issues.

1991-1996

Economic Adviser, HM Treasury

Macroeconomic advisory role in both monetary policy and international finance divisions. Main areas of work

- Coordination of macroeconomic advice to the Chancellor for his monthly meetings with Bank of England Governor to set interest rates
- IMF and World Bank policies; programmes and budgets
- Advice to Russia on their application to IMF
- Support to team leader looking at reshaping Treasury's own management structures. Proposal to reduce number of management levels adopted.
- Coordination of briefing for G7 summit

1988-1990

Head of Section, Reserve Bank of Fiji

Appointment through Overseas Development Institute Fellowship scheme, responsible for 8 professional staff working on external trade and debt issues

- Secretary to high-level intra-government committees including Macroeconomic Strategy and Fiscal review committees.
- Part time lecturer at University of South Pacific on Public Finance

1983-1988

Analyst, Corporate Planning, British Petroleum

- Long term scenario planning – development of robust long term oil price framework; analysis of interaction between technology change and consumer choice on long term oil demand;
- Corporate strategy; competitor analysis; project appraisal; oil trading and refining