

Name:	SHARON HANSON-COOPER
Date of birth:	12 September 1962
Nationality:	British
Qualifications:	Masters Degree in Development Management Post Graduate Certificate in Social Policy Post Graduate Diploma in Business Management Chartered Institute of Public Finance & Accountancy –UK Institute of Internal Auditors – UK
Languages:	English (mother tongue), French (basic) Albania (basic)
Countries of work experience:	UK, Albania, Nigeria, Bangladesh, Jordan, Kosovo, Montenegro, Macedonia, Zambia, Sierra Leone, Malawi
Professional experience:	
2006 – present	Independent Consultant, Associate REPIM
2004-2006	UK National Audit Office, SAI & Ministry of Finance International Adviser / Twinning Adviser
2002 – 2004	District Auditor, Audit Commission, UK
2000 – 2002	Independent Consultant
1997 – 2000	District Auditor, Audit Commission, UK
1994 – 1997	Deputy Director Finance, Bolton MB Council
1990 – 1994	Assistant Director of Finance, Chorley BC
1988 – 1990	Audit Manager, Coopers & Lybrand Deloitte
1980 – 1988	Accountant, Accounts Assistant, Audit Assistant, Local Government / Municipalities (professional training)

Sharon Hanson-Cooper is a qualified Public Sector Chartered Accountant with significant UK and overseas Public Financial Management expertise both as a practitioner and senior consultant, together with further qualifications in Social Sciences, Development Management and professional mentoring / coaching. She worked in senior positions in UK local authorities, the Audit Commission and National Audit Office and has more than 30 years professional experience which includes 10 years in developing and transitional countries with particular expertise in SAI's, Public Financial Management Systems (including Internal Audit & Governance) and Anti Corruption Agencies. She is experienced in project design, review and implementation; donor co-ordination; and in analysing and evaluating financial procedures and systems. She has undertaken a number of assessment missions and has extensive experience of managing multi disciplinary teams of senior legal, security sector and financial experts.

Sharon has extensive experience of EU processes and EU pre accession requirements and benchmarks in the field of public finance, governance & anti corruption. Sharon has attended a PEFA assessment training course and a 'Train the Trainers' course in June 2008. Sharon was responsible for assessment of PFM systems applying the PEFA assessment model in Jordan, Malawi and Sierra Leone. She was responsible for significant numbers of the budget cycle indicators in particular, those related to control during budget execution, internal audit, internal control systems, accounting systems and reporting, together with the parliamentary scrutiny and follow up of external audit reports. Sharon has applied the PEFA indicators in preparing wider Fiduciary Risk Assessment for DFID.

In addition she assessed PFM systems and public sector bodies in the UK using UK National Audit Office and Audit Commission assessment methodologies based on a structured indicator & assessment methodology similar to the PEFA approach. Sharon has worked on internal and external audit as well as governance issues in the Balkans as well as in Asia and Africa including the 2011 National and sectoral FRA and PEFA in Malawi. Highlights of Ms. Hanson-Cooper's career are presented below:

UK & Overseas – CIPFA Strategic Advice: International Advisory Faculty on Public Sector Accounting

- Review of the Institute's International Strategy in respect of CIPFA as a Public Financial Management global thought leader and its capacity to deliver PFM advisory services.
- Gap analysis to identify priority areas for further development of global PFM market opportunities for new activities & products.
- Capacity building programmes through bilateral relationships and through the International Federation of Accountants (IFAC) with overseas Professional Accountancy Organisations (PAO's)

International relationships and inter-agency partnership working

Palestine – Public Sector Accounting & Programme Budgeting Advice Preliminary review of the Government's Chart of Accounts with a view to determining the requirements for a strengthened programme of budgeting concepts to be carried over into budget execution and accounting

Rwanda – Mid Term Evaluation of the Implementation of the (Multi-Donor Funded) Rwandan Audit Office Strategic Plan (2011-2016)

- Undertaken review and provided advice on the implementation of the Office of the Auditor General's Strategic Plan and institutional Capacity Building Plan
- Interviews with all stakeholders including Public Accounts Committee members, Ministry of Finance, ICPAR (Accounting Institute) Transparency International, development partners
- Review and analysis of Auditor General's Annual Reports, Performance Audit Reports, Operational Reports and review of the follow up of OAG recommendations.
- Review of the duties of the PAC, its technical capacity including the availability of technical expertise and PAC Secretariat arrangements. Review of PAC hearings and cross-examination of Accounting Officers; the PAC report and the implementation of recommendations by the Accounting Officers.
- Review and recommendations on the approach to graduation from long-term international technical assistance. And on the options for professional accountancy training and the challenges of professional staff turnover rates
- Recommendations on the adequacy of the performance framework for results, and the alignment of strategic and annual plans and budgets

UK – Research and Co-Author of a U4 Practice Note

- Literature review and analytical review of relevant publications
- Telephone interviews of relevant donor and other key stakeholder representatives

Review of practical / practitioner examples relevant to the research area

Sierra Leone – PEFA Assessment 2014 Central Government As part of REPIM team

- Training Government of Sierra Leone Officials in the PEFA process
- Responsible for the PEFA assessment of the Government's public financial management cycle and underlying systems in Sierra Leone
- Responsible for the indicators relating to Accounting & Financial Management, Auditor General, Internal Control, Internal Audit, and Parliamentary Oversight; Donor Practices, Direct Budget Support; Review of the National Anti-Corruption Plan, Aid Harmonisation and Donor Co-ordination

Ethiopia – Tax Audit & Transparency (TAUT) Programme Design Mission

- Strategic design of a 3-5 year sequenced programme of reform (total value \$50

million) including outcome and output indicators, performance measures, baseline indicators - underpinned by DFID's approach to theory of change issues relevant to Ethiopia and the proposed intervention

- DFID Business Case and LOGFrame, Risk Assessment Matrix inputs
- Review of organisational structures and capacity development needs of two key oversight bodies for the Government of Ethiopia
- Federal and Regional Agencies for Ethics and Anti-Corruption
- Office of the Auditor General
- Data collection & research encompassed the Ethiopian context and lessons learned from other countries and comparable programmes
- Lead Adviser for the Audit and Anti-Corruption inputs to the business case, with additional observations on the Tax component

Malawi – Fiduciary Risk Assessment Carried out the 2013 Fiduciary and Corruption Risk Assessment in respect of DFID's contribution to the Education Sector Wide Approach funded by a number of donor partners, and other DFID support to the Education Sector.

Kosovo – Judicial Council As part of an EC Team worked with the Council on development strategy and financial management. Kosovo Judicial Council and Kosovo Prosecutorial Council. Review of medium term and annual budget processes. Advice on governance arrangements and review of Rule of Law Sector and Public Financial Management related laws.

Sierra Leone – External audit. Carried out a review of DFID support to external audit in Sierra Leone

African Speaking SAIs (CRECIAF) – Course design for the INTOSAI Development Initiative (IDI). SAI Expert Adviser to the course design and delivery team “ Strengthening SAI Capacity to Develop Funding Proposals”. This course was within the INTOSAI Performance Measurement Framework and forms part of current INTOSAI-Donor Co-operation: SAI Capacity Development Fund initiatives.

Malawi – Fiduciary Risk Assessment As part of the REPIM team that carried out the 2011 national and sectoral FRA for DFID

Kosovo - Rule of Law and Institutional Capacity Building Team Leader & Senior Adviser in the First Deputy Prime Minister & Minister of Justice's Office. DFID funded Senior Adviser role 2011-2012 covering improved policy process and strategy development in the Rule of Law sector; support to the Rule of Law Secretariat and the Rule of Law Board and oversight of short term expert assignments in the three key RoL ministries : Ministry of Justice, Ministry of Internal Affairs, Ministry of Finance (Customs)

Malawi – PEFA. Member of EC team that carried out the 2011 Central government PEFA. Responsible for Budget & Financial Management, Accounting, Auditor General and Parliamentary Oversight, Donor Practices- Direct Budget Support. Review of the Aid Harmonisation and Donor Co-ordination against Paris Declaration targets

Sierra Leone – PEFA. As part of the REPIM team that carried out the 2010 Central government and Sub national PEFA's evaluated the status of financial reporting, internal audit and financial control, external audit and donor indicators.

Zambia – PEMFA. As part of the REPIM team that carried out the evaluation of the PEMFA project was responsible for assessment of internal audit and financial control and external audit components of the project.

Macedonia – Anti Corruption Adviser to the Office of the Prime Minister to provide advice on

- international standards, best practices and regional experience, encourage co-ordination and assist in monitoring progress against anti corruption indicators
- legislative drafting support on key anti corruption related laws
- responding to the EU benchmarks on corruption and facilitating strategic forums and activities in respect of chapters 5 (Procurement); Rule of Law covered by Chapters 23 & 24 (Judiciary and Justice, Freedom & Security) of the acquis which ensure co-ordination between the key stakeholders.
- establishment of a mechanism to follow up on the allegations and reports of

corruption from the public

- advise and support the government in increasing its transparency and accountability in the field of public funds including facilitation of government, media and civil society roundtables

- Advise the Vice PM (responsible for EU Integration)

Albania, Macedonia, Kosovo, Montenegro – SNV Dutch Development Organisation Regional Governance Adviser for the Balkans. Responsibility for the Governance Knowledge Network of 15 international and national professional advisers). This included development, delivery and quality assurance of SNV's governance related capacity building projects and methodologies in the Balkans. Generation and dissemination of information and linking this to SNV pro-poor, civil society & rural livelihood capacity building activities.

Country level line management responsibility for a team of 12 professionally qualified (civil society, forestry, agriculture, sustainable tourism and governance) advisers.

Donor aid co-ordination and harmonisation activities in relation to Governance. Ensuring synergy with the Government's national strategies such as social and economic development, PRSP, rural development

Albania – External Oversight and Anti-Corruption) External oversight and anti-corruption institutions within the framework of a USAID Rule of Law Project. Court Reform, Declaration of Assets of Senior Officials, Ombudsman / Media and NGO / civil society dimensions. Conflict of Interest issues in Procurement and at the Local Government Level.

Kosovo – External Audit & Oversight Expert Situational assessment of the Office of the Auditor General's Office, Component Lead for OAG Strategic Planning and Improvement of Oversight Functions in Kosovo

Jordan – Public Finance Expert – part of a team performing a Public Expenditure & Financial Assessment (PEFA) Assessment of Jordan's public financial management systems

Albania – Team Leader for the EU funded CARDS Project ‘Public Internal Financial Controls (PIFC)’ in the Ministry of Finance. Public finance capacity building project to assist the Ministry of Finance in the development of internal audit and financial management control systems, including the need to support the organizational change and human resource implications of these technical developments.

Albania – Key expert and Team Leader of an EU-funded external audit capacity building and training project to the Supreme Audit Institution.

Bangladesh – Expert on the Public Expenditure Management Project Facilitated the drafting of the Strategic Audit Plan 2003-2008 for the Comptroller and Auditor General of Bangladesh to provide the framework for the SAI's strategic direction. Facilitated the drafting of line ministry annual audit plans within the framework of the SAI Strategic Plan

UK – District Auditor Evaluation, Monitoring, Performance and Governance Assessments of local government bodies using statutory inspection, monitoring and review methodologies. Including techniques such as focus groups, surveys, field visits which included civil society groups, local business, public, youth groups and other public sector partners.

The overall evaluations assessed the entity's strategic vision, strategic planning, fiscal policy issues, budgeting and monitoring framework; prioritization of activities; capacity (financial, human resources, IT technology, partnership working); strategic policy linkages.

Brussels / UK – Procurement Study for the NGO, ECHO.

Nigeria – Assessment of public sector strategic budgeting and accounting in support of a State and Local Government Reform programme including MTEF issues.

Bangladesh – Deputy Country Manager & Chief of Party of the Reforms in Budgeting and Expenditure Control Project (RIBEC) The RIBEC financial programme encompassed:

improvements to budget, accounting, control and reporting systems development of the strategic financial management capacity of Government Ministries by supporting pilot units which produced financial & non financial managements reports supporting the Ministry of Finance with various GoB financial reporting requirements, including GFS and IMF data. IT systems development and training External audit developments

UK – District Auditor Responsible for all aspects of the statutory external audit (legal, financial, performance, governance, representations from civil society, and the annual accounts certification) of a large portfolio of local government clients. Client liaison with senior civil servants and politicians. Statutory audit role included responsibility for the financial, performance and governance audits of 24 large public sector organisations. Including review and reporting of ‘‘matters in the public interest ‘‘ as required. Line management responsibility for 25 professional staff. Member of District Audit’s Northern Region Management Board National role on CIPFA’s Professional Institute Council.

UK – Deputy Director of Finance in a Department of 200 staff and an organisation with a budget of over €1,000 million and a total number of employees of 11,000. Responsible for an effective internal audit service of the Council’s operations. Key role in the Strategic Planning & Resource Allocation Process (SPRAP) – the annual methodology used to review budget allocations, service and policy priorities and cross cutting issues, and set strategic fiscal policy.

Key role in Bolton’s ‘‘10 Year Vision’’ strategic planning process. Lead by the Council but involved wide consultation with all sectors of the community, business, civil society groups etc. Preparation of innovative proposals (technical, financial, partnership aspects) in order for the municipality to secure additional government and private sector funds.

Professional support and advice to elected members and chief officers.

UK- Assistant Finance Director - Responsible for Department including creditors , payroll, treasury management, tax administration, insurance, risk management, and strategic budgeting and monitoring functions