**Anam Hussain**

**Public Finance and Performance Management Expert**

Education

|  |  |
| --- | --- |
| Qualifications | * Institute of Chartered Accountants of Pakistan, CA (Finalist) * Institute of Chartered Accountants of Pakistan, 2000, CA Inter * Karachi University, B.Com, 1999 |

Professional experience

|  |  |  |  |
| --- | --- | --- | --- |
| Profile | | * More than 10 years of experience in public finance management, improving budgetary process, and expenditure framework in particular. Also experienced in sector strategies, policies, risks & contingency, key performance Indicators (KPIs) & Millennium development goals, aligning the budget directions and establishing the monitoring framework. * Worked closely with line ministries at Federal Government & line department at Provincial Government to implement the core concept of Output based budgeting. * More than 6 years of experience in training, mentoring and supporting line ministries and provincial line departments in embedding output based budgeting and monitor systems. * Assessed ministerial capacity to identify training requirements for the modern budgeting approaches and designs. Delivered interactive and multi disciplinary training programs to build capacity in techniques of output based budgeting and knowledge transfer. * **Experienced in the District Budgets process of Schools & health departments in districts of Punjab.** * Supported Federal Ministries as well as Provincial Government Departments on reform projects funded by DFID, a Department for International Development (DFID), World Bank, European Union (EU) and Asian Development Bank as Financial Consultant/Analyst | |
| Career History | | April 13- to-date Ecorys Nederland BV as Public Finance and Performance Management Expert (EU funded Project)  Dec 12 HLSP,Technical Resource Facility *(TRF)* as Capacity Building expert of output based budgeting  Sep 09 – Jun 12 Punjab Resource Management Program (PRMP)/ PFM Consulting as Financial Analyst (ADB funded Project)  Sep 06 – Sep 09 Abacus Consulting as Financial Analyst (DFID funded Project)  Dec 04 – Aug 06 PWC (UK) as (Financial Analyst) (DFID funded Project)  Dec 03 – Nov 04 Redco Textiles Limited as (Manager Accounts)  Aug 99 – Oct 03 Completed four years of Professional Training, Anjum Asim Shahid Rehman Chartered Accountants (a member firm of Grant Thornton) as (Consultant and Auditor) |
| Trainings | | * *PMP Certification Training*   Received training on project management program of PMI. This included:  (i) Management By Project  (ii) Project Management Methodology  (iii) Project risk valuation and management  (iv) Project resource Management  (v) Project resource and variance   * *Oracle Financial from Ora-Tech Systems (Pvt.) Limited*   One year certificate course comprising 5 modules i) General Ledger ii) Fixed Assets iii) Receivables iv) Payables & v) Cash Management   * *Grant Thornton Horizon Audit Approach*   Conducted by Mr. Vishesh C. Chandiak, International Practice Partner, Grant Thornton India. Introducing the changes brought about in the GT Audit approach worldwide and the manner in which GT Pakistan (AASC) should adopt these |
| **ECORYS Nederland BV – April 13 To - date**  Working on “Support to Federal Medium Term Budgetary Framework (MTBF) reforms” with ECORYS.  Part of Four member Team working with budget wing of Ministry of Finance for effective troubleshooting and QA support to line ministries during (Output Based Budgeting) OBB preparation cycle.   * Assisting 22 line ministries for preparation of BCC forms and timely preparation of Green Book. * Impart training to line ministries and ministry of finance for step by step OBB implementation process.   **HLSP TRF – December 12 – as Capacity Building Expert for output based budgeting**  **“Training of Health department Government of Punjab on Output based Budgeting”**.   * Prepared training material, and imparted training as master trainer to almost 300 officials of health department Government of Punjab. Prepared compiled, analysis, consolidated and finalized the report of training workshops   **PFM Consulting – September 2009 to June 12 – as Financial Analyst (Department Lead)** | | |
| Implementing Medium Term Budgetary Framework (MTBF) in Punjab under Punjab Resource Management Program(PRMP)  Worked as a department lead in **Higher Education Department** for preparation of internal departmental rules for MTBF budget preparation, ceiling distribution, service delivery indicators, unit cost analysis, MTBF training program, MTBF coaching, budget review & approval process. To achieve implementation objectives of MTBF following activities were carried out   * Liaison with strategic management of the assigned department for devising plans & strategies to implement MTBF at the department * Sensitization of Core Team and management on the new concept of MTBF Develop an understanding of accounting model and review the financial management process * Budget Analysis for Both Current and Development budget to identify the trend of the expenditure * Study of the mission, goals, plans and operational mechanisms of the assigned department to identify major functional areas and major service deliveries rendered by the department * Development of the training material for the DDOs on the concepts and methodology of MTBF * Development of training plans and enlistment of participants for the training workshops * Trained more than 1000 DDOs / BOPs on budgeting under MTBF. Also trained them on PIFRA chart of accounts; MS Excel and improved costing techniques * Prepared background material for sector review expert * Liaison with Education Sector Specialist for finalization of departmental priorities and Sector review report. * Co-trainer for training of new financial consultants to the project * Developed a detailed plan for handholding support to DDOs / BPOs of L&DD * Currently providing this support to the DDOs / BPOs Act as liaison to bridge the communication gap * Recommend cost cut and efficiency improvement through human resource rationalization * Provided technical input for development & refinement of MTBF BCC along with guidelines for MTBF Departments * Provided assistance in design and review of Financial Management Application (FMA) for budget preparation & consolidation and trained department on its implementation/ application. * Part of team for development of budget execution and monitoring framework aims at monitoring of expenditure against budget allocations | | |
| ***Detailed analysis of school and health department budget of district government, which include the following***   * Review of Budget Making and release process of schools. * Analysis of budget making, compilation, finalization and release process of all departments of district. * Flowcharts of budget and expenditure process. * Collected/ evaluated various reports/ procedures including procurement procedures currently prepared at district level.   Prepared/ submit final report | | | |  |
| **Abacus Consulting –September 2006 to September 2009 – as Financial Consultant**  Implementing Medium Term Budgetary Framework (MTBF) Phase-II  Financial Consultant, Ministry of Finance  MTBF to improve budgeting in line ministries by developing medium-term budgeting horizon, relating budgetary allocations with ministerial objectives and developing capacity at the following line ministries:   * Ministry of Water & Power * Ministry of Health * Ministry of Social Welfare & Special Education * Ministry of Minority Affairs * Ministry of Privatization * Ministry of Investment * Ministry of Environment * Cabinet Secretariat including Cabinet Division, Establishment Division etc * Ministry of Interior * Ministry of Textile   Activities performed:   * Implementation of core concept of MTBF’s new strategy which included allocation and prioritization of service delivery and its costing by the line ministry management * Advising the project’s top management on the following:   + By addressing the draw-backs of the previous MTBF approach, suggested changes thereto.   + On the basis of the suggested change in approach, advised about the modifications to be brought in both MTBF forms and the Financial Management Application. * Obtaining an understanding of the outcomes and outputs of the ministries and suggesting their priorities to the top management (Joint Secretary and up) and middle management (Section Officer to Deputy Secretary) of the line ministries * Identification of linkages between ministry’s policies, its outcome and output targets, its spending units and initiatives. Advised the top management of line ministries in creating comprehensive and transparent linkages * Conducted ministerial capacity assessments to identify training requirements of the ministerial staff in wake of the information requirements of the new budgeting approach * Liaison with all the stakeholders including Ministry of Finance (Financial Advisers) , Planning Commission, line ministries and spending unit staff to instruct their roles in new budgeting system * Planning for the Trainings and Workshops all over Pakistan for all the federal Ministries * Making of Training material, presentation and points * Prioritize allocations, according to the availability of resources * Worked on cash plan and work plan for development budgets for monitoring and evaluation and cash releases from P & D * Study and Analyze the PC-I of different Development Projects * Made policy and category linkages with relevant spending units of the line ministries * Worked on the Oracle-based Financial Management Application (FMA) and made new item statements for clients * Worked on MTBF Green Book of three different ministries * Involved in the change management in Line Ministries for the Costing and Budgeting * Managing a team for timely furnishing of project deliverables. | | | |
| |  | | --- | | **PWC (UK) – December 2004 to September 2006 – as Financial Analyst (Department Lead)** | |  | | Implementing Medium Term Budgetary Framework (MTBF) PhaseI  Financial Analyst Ministry of Finance  **Worked as a Team Leader in the MTBF implementing team in Ministry of Health (MoH), Government of Pakistan**  Activities performed:   * Obtained an understanding of the line ministry’s procedures to identify appropriate change management strategy * Develop a “way forward” with a road map for the adoption of MTBF in Health Department * Provided support in formulation of ‘Sector Review’ and its monitoring and also provided advisory services to ministries in ‘Ministry Strategic Reviews’ * Provide on the job assistance to the health department relevant staff to “learn by doing” for fulfilment of MTBF related official requirements for the financial year; * Designing of Budget forms for MTBF which were target oriented for the first time in history of Pakistan * Development of Financial Management Application and Budget Preparation module for GoP which will completely automate the process of budgeting and budget execution in line ministries thus enhancing their financial management capacity * Conducted capacity building workshops of line ministries’ staff in techniques of activity based budgeting under MTBF * Provide assistance in preparation of budget for MTBF ministries on multi-year format * Created better linkages between policies and budgets * Carried out sector reviews and activity based budgeting * Conducted budget analysis to support in the improvement of quality of budget preparation | | **Redco Textiles Limited – December 2003 to November 2004 – as Manager Accounts** | | * Develop an understanding of accounting model and review the financial management process * Compile and conduct historical trend analysis for budget and expenditure * Arrange and conduct team meetings to introduce reform process * Provide assistance in design and preparation of books of accounts and reports for financial management and control * Development of successful implementation of software system. * Streamlining of the costing and budgeting systems. * Timely preparations of monthly and quarterly accounts. * Conducted management review meetings. * Resolve major corporate issues.  **Anjum Asim Shahid Rehman Charted Accountants (A member firm of Grant Thornton) August 1999 – October 2003 – as Consultant & Auditor**During my Consulting & Audit experience of about four years, I have had exposure to wide range of financial and management consultancy assignments. I also had the opportunity of independently finalizing the accounts of foreign based construction companies, financial institutions, oil and gas concerns, textile, communication, commercial and government organization. A profile of my experience is as follows:  * Part of a four-member team, which was involved in the preparation of Store, Fixed Assets & Procurement training program for Impregilo S.p.A. This course was prepared in Pakistan and conducted at Yellow River Project (biggest hydropower project in the world), Xialoungdi, and China. The course was designed for middle management and people from Pan Pacific region participated in the course.  Standard Operating Procedures Impregilo S.p.A (Italian construction company, engaged in Ghazi Barotha Hydro Power Project in Pakistan)   * Created Standard Operating Procedures Manuals (SOP’s) of administration activities including procurement, inventory, accounting, general administration, taxation, etc. The exercise was a part of an initiative, undertaken by Impregilo’s management to streamline and harmonize its operations and management in Asia, Africa and South America.  Corporatization of Pakistan Railways  * I was extensively involved in the Corporatization plan, which includes Audit of financial statements, Valuation of assets, and review of Financial Information System.  Feasibility Study (Ministry of Finance Coordinate & support ministries in)  * Worked as a senior consultant on behalf of, Government of Pakistan involved in research study to determine the cost of utility bills collection by all the local commercial banks and to calculate the benefit derived by the banks in terms of float income.  Proposals, Commentaries& Presentations  * Numerous Financial and Management Consulting proposals / EOIs, individually and under the direct supervision of the Partner/Director. Preparation of various Presentations for the partner and delivered presentations at a couple of forums   *Statutory Audits*  Tasks performed during the audits include development of audit plans, designing, programs, performing detailed fieldwork and finalization of the following audits.   * Ghazi Barotha Contractors JV * Small Business Finance Corporation * Ados Pakistan Limited * Redco Pakistan Limited * Redco Textiles Limited * Suhail Jute Mills limited * Biafo Industries Limited | | | | |