AFEEF MAHMOOD

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**EXPERTISE**

I am working in the development sector for last 10 years. Over this period I have completed a range of assignments related to health care financing, financial analysis, costing health services, strategic plans/programs & projects, economic evaluations of health care programs, value for money analysis (cost benefit and cost effectiveness) financial policy analysis, fiduciary risk assessments (health sector), institutional assessment, design of financial systems and procedures, design of financial M&E systems, introducing medium term budgetary reforms in the government sector, design of financial aid instruments, training on financial management and planning, developing health sector strategies, MDGs expenditure tracking and equity analysis for health sector.

**EDUCATION**

* Certified Chartered Accountant (Equivalent to Masters in United Kingdom), *Association of Certified Chartered Accountants*, United Kingdom, 2003.
* Bachelor of Science (Honors), Accounting and Finance, *Oxford Brookes University*, United Kingdom, 2002.
* Certified Accounting Technician, *Association of Certified Chartered Accountants,* United Kingdom, 2000.

**COUNTRY EXPERIENCE**

Afghanistan, Bangladesh, Bhutan, Guyana, Nepal, Pakistan, Sri Lanka, Tajikistan & Regional experience of South Asia and Latin America.

**SELECTED CONSULTANCY PROJECTS**

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| **2013** | **Development of Health Financing Policy Briefs (on-going)** | **DFID** |

* Working as lead health economist/financing expert to develop policy brief related to all health financing reports developed/prepared under the DFID funded Technical Resource Facility in Pakistan. This is one year intermittent contract.

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| **2013** | **PEFA and Development of Risk Mitigation Plan for Health Sector Punjab (on-going)** | **DFID** |

* Working as lead public financial management expert, to conduct FRA of Punjab Health sector and developing a financial risk mitigation plan.

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| **2013** | **Results Based Financing (RBF) and Costing of Basic Benefit Package in Tajikistan (on-going)** | **UNICEF** |

* Working as health economist/financing expert for application of MBB analysis for MCH services in Tajikistan, feeding the results of analysis in RBF initiative of World Bank. Work also includes calculating the fiscal impact of implementing Basic Benefit Package in Tajikistan.

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| **2013** | **Models for Contracting-in Health Services (on-going)** | **DFID** |

* Working as lead health economist for designing and costing options for contracting in health services at district level in Punjab, Pakistan.

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| **2013** | **Costing Essential Health Services Package (on-going)** | **DFID** |

* Working as health economist for costing essential health services package (including nutrition and family planning) to be implemented in Sindh, Pakistan. Also pricing health services for contracting out primary health care facilities to the private sector.

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| **2013** | **Fiscal Space Analysis (on-going)** | **DFID** |

* Working as health economist for calculating available fiscal space to implement the new health strategy for the Government of KPK, Pakistan.

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| **2012** | **RMCNH Health System Strengthening Roadmap for Sindh** | **USAID** |

* Worked as lead health care financing expert to design health financing interventions for USAID RMNCH programs. Work included developing concept notes on Public Private Partnerships in Sindh, developing health financing schemes while engaging the private sector, resource mobilisation through the private sector and introducing Public Financial Management reforms in the health sector.

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| **2012** | **Costing Essential Health Services Package** | **DFID** |

* Worked as health economist for costing essential health services package (including nutrition and family planning) to be implemented in Punjab, Pakistan. Also pricing health services for contracting out primary health care facilities to the private sector.

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| **2012** | **Interim Evaluation of DFID and IPPF Global Partnership** | **DFID** |

* Worked as lead health economist to define the methodology for costing FP services, financial management assessment and value for money analysis. (three country case studies, Pakistan, Ethiopia and Bolivia)

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| **2012** | **Costing Essential Health Services Package** | **DFID** |

* Worked as health economist for costing essential health services package (including nutrition and family planning) to be implemented in Khyber Pakhtunkhwa, Pakistan. Also pricing health services for contracting out primary health care facilities to the private sector.

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| **2012** | **Budget and Expenditure Analysis – Health Sector** | **DFID** |

* Worked as financial expert for review of public expenditure in the health sector of FATA, Pakistan.

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| **2012** | **Technical Assistance to MoH Guyana** | **UNICEF** |

* Provided technical support as a health economist to the MoH Guyana in setting up National Health Accounts and preparing health financing strategy. Provided on-going support to institutionalize use of MBB tool.

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| **2011-12** | **Economic Appraisal for Delivering MNCH Services and Budgetary Support to the Government: Business Case** | **DFID** |

* Health economist for designing financial instruments for channeling £150 million for MNCH services in Pakistan as budget support. Work also included conducting cost benefit and effectiveness analysis for program options prepared by the technical team, value for money analysis and financial sustainability plan.

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| **2011-12** | **Supporting Strategic Consultations, Costing and Financing for the Developing New Health Sector Strategy in Guyana** | **UNICEF** |

* Worked as lead health economist for reviewing the health sector in Guyana with special focus on MDGs coverage with equity. Work also involved designing framework for Guyana’s national health sector strategy (2015) and preparing a Medium Term Expenditure Framework for achieving MDGs in different scenarios using MBB tool. Also developed a results framework. Trained a multi-sector team on use of MBB and developed a local guide to assist MBB analysis.

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| **2011** | **Delivering Reproductive Health Services through Non-State Providers: Business Case** | **DFID** |

* Lead health economist for developing a business case to design a £40 million private sector RH/FP programme for DFID (including social franchising, social marketing and subsidized voucher components). Work also included conducting cost benefit and effectiveness analysis, sensitivity analysis and preparing value for money recommendations.

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| **2011** | **Health Care Financing/Public Financial Management Specialist** | **UNICEF Regional Office of South Asia** |

* Long-term technical assistance to support eight countries in the region (Afghanistan, Bhutan, Bangladesh, India, Maldives, Nepal, Pakistan, Sri Lanka) on health care financing and public financial management. This involved interaction with Ministry of Health and Finance of the respective countries. Analysis of on-going health interventions in selected countries and helping them to cost RMNCH programs. This also included providing input for writing a research article for Lancet on equity in health (focus MDG 4 and 5).

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| **2011** | **Health Sector Strategy (2011-16): SWAp** | **Bangladesh** |

* Technical advisor on health financing to the donors consortium on designing the health sector SWAp (2011-16) for Bangladesh. Specific work included designing of JFA and aid modalities.

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| **2010** | **Investment Case of three districts in Bangladesh** | **UNICEF** |

* Worked as health care financing expert on developing investment case for three districts in Bangladesh using Marginal Budgeting for Bottlenecks tool. Also conducted health system and health expenditure analysis in Bangladesh. In-depth review of health programmes implemented by the government and partners.

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| **2010** | **Costing Deployment of Community Midwives** | **DFID** |

* Worked as costing specialist to prepare estimated for deploying community midwives across Pakistan. It also included estimating the resource GAP.

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| **2009-10** | **Health Care Financing Expert** | **ADB** |

* Worked as health care financing expert for providing technical assistance to Punjab Millennium Development Goals Program (US$ 500 million). Main areas of work included, providing support to ADB missions in reviewing the health financing component of the program, providing guidance by working closely with implementing agencies (health and finance departments). Prepared major reports which included, Punjab Public Expenditure Review, costing MNCH related services, Punjab towards health financing reforms, district implementation review and co-authored on Punjab Health Sector Assessment. Assisted Punjab health department in improving internal controls and developing an internal audit mechanism. Also designed the conditional grants formula for channeling performance based money to districts.

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| **2009** | **Cost Benefit Analysis** | **UNICEF** |

* Worked as health finance expert for preparing cost benefit analysis for contracting out primary health care services in Punjab.

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| **2009** | **Out of Pocket Expenditure** | **ADB** |

* Prepared a background paper for conducting out of pocket expenditure survey and estimation in Punjab, Pakistan.

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| **2009** | **Pay for Performance Mechanism** | **AusAid** |

* Worked as a health financing expert to develop a P4P mechanism to be implemented in selected districts of Pakistan.

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| **2008-09** | **Medium Term Budgetary Framework** | **ADB** |

* Worked for implementing MTBF for health sector in Punjab. Health was one of the pilot departments select to implement MTBF.

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| **2008** | **Financing Plan** | **ADB** |

* Assisted Government of Punjab, Pakistan in preparing a medium term financing plan for implementation of Minimum service delivery standards.

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| **2008** | **Capacity Building: Planning** | **USAID** |

* Worked as a trainer to build capacity for preparing district annual operational plans for four agencies in FATA, Pakistan.

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| **2008** | **Project Preparatory Technical Assistance** | **ADB** |

* Worked as a public finance specialist for designing Punjab Millennium Development Goals Program (US$ 500 million).

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| **2008** | **Chief Minister’s Working Group on Health** |  |

* Prepared background documents for the Working Group on Health Report for reforming the health sector in Punjab. Prepared concept notes on voucher schemes, Punjab Health Development Bank and franchising of Primary Health Care Outlets. Also worked on costing the health reforms proposed by the working group.

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| **2008** | **Budgeting Software** | **USAID** |

* Team leader for developing district budgeting software for health sector. Led a multi-disciplinary team to develop and implement the software in 22 districts of Pakistan. Also trained accounts staff of district health department and health facilities on using the software to prepare annual budgets.

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| **2007** | **Minimum Service Delivery Standards** | **PDSSP/ADB** |

* Worked as a public finance specialist for costing the minimum service delivery standards implementation cost. Also prepared financial implementation options and plans.

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| **2007** | **Institution Review: Malaria Control Program** | **DFID** |

* Worked as a finance expert to calculate cost implications of different option for restricting Human resource of Malaria Control Program, Baluchistan, Pakistan.

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| **2007** | **Restructuring Plan** | **DFID** |

* Worked as a finance expert to cost the financial implication of restricting Institute of Public Health in Punjab, Pakistan.

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| **2007** | **Capacity Building** | **USAID** |

* Developed a training program and an advanced financial management manual for implementation at district health departments in Pakistan.

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| **2007** | **National Nutrition Program of Pakistan: Project Document** | **DFID** |

* Costed 5 years project document for approval of National Nutrition Program implementation in Pakistan. Technical assistance was requested by the Federal government and funded by DFID.

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| **2007** | **District Health Information System: Project Document** | **DFID** |

* Prepared a project document (PC-1) for approval for District Health Information System Implementation in the province of N.W.F.P, Pakistan. Technical assistance was requested by the provincial government and funded by DFID.

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| **2007** | **District Health Information System: Project Document** | **DFID** |

* Prepared a project document (PC-1) for approval for District Health Information System Implementation in the province of Punjab, Pakistan. Technical assistance was requested by the provincial government and funded by DFID.

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| **2007** | **Restructuring: National Trust for Population Welfare** |  |

* Worked as team leader for restructuring NATPOW. Developed strategic framework, grants management manual, sustainability plan and human resource structure. Also assessed internal controls environment and suggested improvements thereof.

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| **2006** | **Public Private Partnership** | **PRMP/ADB** |

* Prepared a working paper on Public Private Partnership and cross-sectoral linkages based on the Health Sector Reform Framework.

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| **2006** | **Malaria Control Program: Project Document** | **DFID** |

* Worked as a costing expert to cost project document (PC-1) for Malaria Control Program in Punjab, Pakistan. Technical assistance was requested by the provincial government and funded by DFID.

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| **2006** | **Decision Space Analysis** | **USAID** |

* Worked as financial analyst on a research study on decision space in districts, conducted in collaboration with Harvard School of Public Health.

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| **2006** | **Manual on District Annual Operation Plans** | **USAID** |

* Developed a manual on preparing district annual operational plans in the district and trained a team of master trainers.

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| **2005** | **Local Government Finances** | **USAID** |

* Prepared an evaluation report of local government financing in the health sector with review and recommendations.

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| **2005** | **Strategic Plan: Malaria Control Program** | **DFID** |

* Worked as a finance specialist to cost five strategic plans for malaria control program in Pakistan.

**EXPERIENCE**

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| **2006-10** | **Contech International: Program Manager Development Finance Unit** |

* Responsible for managing the unit, preparing project proposals, managing the projects, providing financial and management consultancy and financial management trainings to various clients (including international development agencies, national and international non-governmental organizations and state governments.)

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| **2004-06** | **Contech International: Financial Consultant** |

* Responsible for providing financial and management consultancy on different assignments to international development agencies, national and international non-governmental organizations and state governments.

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| **2003-04** | **University of Lahore: Director Academics** |

* Responsible for regulating all technical affairs regarding academics of management science wing, designing new courses, recruitment of faculty, quality assurance. Also responsible for managing Executive Development Centre for conducting short courses in financial management.

**OTHER COURSES**

* Six weeks course on “Health Outcomes and the Poor”, World Bank Institute, 2006.
* Code of Corporate Governance, 2004.
* Various computer courses (Hardware and Software).