

Technical Review Panel Member

Curriculum Vitae

Name: **Elisabeth PAUL**

Nationality: Belgian

Additional languages: French (native speaker), Spanish (moderate working knowledge)

Expertise: Strategic Investment and Sustainable Financing (SISF)

Qualifications

Qualification	Institution	Department	Year
Ph.D., Management Sciences	University of Liège, Belgium	HEC – Management School	2002-2006
<i>Diplôme d'Etudes Spécialisées en Gestion du Développement</i> (Post-Graduate Development Studies)	University of Liège, Belgium	Faculty of Social Sciences	1999-2000
Bachelor's degree, Business Administration	University of Liège, Belgium	Faculty of Management	1994-1998

Employment History

Employer	Position	Place	Year
<i>Université Libre de Bruxelles</i>	Associate Professor (0.4 FTE) School of Public Health	Brussels, Belgium	Since March 2018
University of Liège	Senior Researcher (0.6 FTE) in charge of the scientific coordination of the ARC "Effi-Santé" research project studying how to finance universal health coverage (UHC) in Benin and Senegal	Liège, Belgium + Benin and Senegal	Oct. 2015 – Sept. 2019
Various, mostly: - World Health Organization - European Commission (via consultancy agencies) - Belgian Development Agency (Enabel) - Other bilateral donors	Freelance consultant, specialised in: - Universal health coverage (UHC) and health financing - Performance-based financing - Health policies and systems, health systems strengthening - Aid effectiveness and aid delivery modalities (sector-wide approach (SWAp), budget support, IHP+) - Public finance management, especially in Francophone Africa	Worldwide, mostly West Africa: Benin, Burkina Faso, Ghana, Guinea, Ivory Coast, Mali, Morocco, Niger, Senegal, Tanzania	Since Sept. 2006
Université libre de Bruxelles	Guest lecturer for a course on <i>Health Policies</i>	Brussels, Belgium	2015-2016
Université catholique de Louvain	Affiliate Professor for a <i>Seminar in Health Economics</i>	Brussels, Belgium	2015-2016

Belgian Development Agency (BTC)	Health Expert	Brussels, Belgium + Benin and Senegal	March-June 2015
University of Liège	Research Associate (part-time): Policy Support Research Group on the implementation of the agenda for aid effectiveness in the health sector (financing: Belgian Development Cooperation)	Liège, Belgium + Benin, Mali and Senegal	Oct.2009-
Belgian Development Agency (BTC)	Technical assistant by the Planning and Statistics Department of the Malian MoH: support to the SWAp, budget aid, HR management and IHP+/Compact	Bamako, Mali	Feb.-Nov. 2007 + 120 days over 2008-2009
University of Liège	Research Assistant (part-time): Research Group on Cooperation Instruments in Support of Sector Policies in the Health sector (financing: Belgian Development Cooperation)	Liège, Belgium + Benin, Mali, Senegal and Rwanda	November 2007 – April 2009
University of Liège	Research Fellow of the National Fund for Scientific Research (F.N.R.S.) attached to the Dept. of Political Economy and Public Finance: Ph.D. researches on the management of development aid and Public Expenditure Management in developing countries - Visiting Scholar by the IMF, Fiscal Affairs Department - Trainee by the Pacific Financial Technical Assistance Center (PFTAC) and the University of the South Pacific (USP) - Trainee by the Ministry of Economics and Finance of Benin	Liège, Belgium + Missions in Benin, Mali, Rwanda and Senegal Washington, DC Suva, Fiji Cotonou, Benin	Oct. 2002-Sept. 2006 6 months in 2005 Feb.-May 2004 March 2003
University of Liège	Research Associate, Dept. of Social Change and Development	Liège, Belgium	Jan. 2001-Sept. 2002
International Centre of Research and Information on the Public and Cooperative Economy (CIRIEC) – Belgian section	Research Associate, research project “Benchmarking – Modernising Public Employment Services (PES) in order to improve their performances towards enterprises”	Liège, Belgium	Oct. 1999-Dec. 2000
University of Liège	Research Assistant, Financial Management Department	Liège, Belgium	Oct. 1998-Sept. 1999

Relevant Publications

- Paul, Elisabeth, N’koué Emmanuel Sambiéni, Jean-Pierre Wangbe, Fabienne Fecher, Marc Bourgeois, 2020, Budgeting challenges on the path towards universal health coverage: the case of Benin. *Health Economics Review* 10 :28. doi: [10.1186/s13561-020-00286-9](https://doi.org/10.1186/s13561-020-00286-9)
- Paul, Elisabeth, Youssoupha Ndiaye, Farba L. Sall, Fabienne Fecher, Denis Porignon, 2020, An assessment of the core capacities of the Senegalese health system to deliver Universal Health Coverage. *Health Policy OPEN*. doi: [10.1016/j.hpopen.2020.100012](https://doi.org/10.1016/j.hpopen.2020.100012)
- Paul, Elisabeth, Fabienne Fecher, Céline Deville, Youssoupha Ndiaye, Farba Lamine Sall, N’koué Emmanuel Sambiéni, Remo Meloni and Denis Porignon, 2020, Long Way to Universal Health Coverage (UHC): Are Policy Dialogue Processes Appropriate to Negotiate Trade-Offs in Africa? The Cases of Benin and Senegal. *CIRIEC Working Paper No. 2020/05*. Available at: <http://www.ciriec.uliege.be/wp-content/uploads/2020/04/WP2020-05.pdf>
- Paul, Elisabeth, Garrett W. Brown, Valéry Ridde, 2020, Misunderstandings and ambiguities in strategic purchasing in low- and middle-income countries. *International Journal of Health Planning and Management*. doi: [10.1002/hpm.3019](https://doi.org/10.1002/hpm.3019)
- Paul, Elisabeth, Garrett W. Brown, Valéry Ridde, 2020, COVID-19: time for paradigm shift in the nexus between local, national and global health. *BMJ Global Health* 2020;5:e002622. doi: [10.1136/bmjgh-2020-002622](https://doi.org/10.1136/bmjgh-2020-002622)
- Paul, Elisabeth, Garrett W. Brown, Tim Ensor, Gorik Ooms, Remco van de Pas, Valéry Ridde (2020) We shouldn’t count chickens before they hatch: Results-based financing and the challenges of cost-effectiveness analysis. *Critical Public Health*. <https://doi.org/10.1080/09581596.2019.1707774>
- Paul, Elisabeth, Céline Deville, Oriane Bodson, N’koué Emmanuel Sambiéni, Ibrahima Thiam, Marc Bourgeois, Valéry Ridde, Fabienne Fecher (2019) How is Equity Approached in Universal Health Coverage? An analysis of global and country policy documents in Benin and Senegal. *International Journal for Equity in Health* 18:195. DOI: 10.1186/s12939-019-1089-9
- Paul, Elisabeth, Fabienne Fecher, Remo Meloni, and Wim van Lerberghe (2018) Universal Health Coverage in Francophone Sub-Saharan Africa: Assessment of Global Health Experts’ Confidence in Policy Options, *Global Health: Science and Practice* 6(2):260-271. doi: 10.9745/GHSP-D-18-00001
- Ridde, Valéry, Lara Gautier, Anne-Marie Turcotte-Tremblay, Isidore Sieleunou, Elisabeth Paul (2018) Performance-Based Financing in Africa: Time to Test Measures for Equity, *International Journal of Health Services* 48(3):549-561. doi : 10.1177/0020731418779508
- Paul, Elisabeth, Isidore Sieleunou, Valéry Ridde, 2018, Comment utiliser l’expérience de financement basé sur les résultats (FBR) pour rendre l’achat des services de santé plus stratégique au Bénin ? *Cahiers Réalisme* n°15 (mars 2018).
- Paul, Elisabeth, Lucien Albert, Badibanga N’Sambuka Bisala, et al. (2018) Performance-based financing in low-income and middle-income countries: isn’t it time for a rethink? *BMJ Glob Health* 2018;3:e000664. (doi: 10.1136/bmjgh-2017-000664)
- Paul, Elisabeth, Mohamed L. Dramé, Jean-Pierre Kashala, Armand Ekambi Ndema, Marcel Kounnou, Julien C. Aïssan, Karel Gyselinck (2018) Performance-Based Financing to Strengthen the Health System in Benin: challenging the mainstream approach. *International Journal of Health Policy and Management* 7(1) : 35-47. (doi: 10.15171/ijhpm.2017.42)
- Paul, Elisabeth, and Dimitri Renmans (2018) “Performance-Based Financing in the health sector in low- and middle-income countries: Is there anything whereof it may be said, See, this is new?” *International Journal of Health Planning and Management* 33(1):51-66. (doi: 10.1002/hpm.2409)
- Paul, Elisabeth, Oriane Bodson, Valéry Ridde, Fabienne Fecher, 2016, « La couverture santé universelle dans les pays à revenus faibles et intermédiaires : analyses économiques », *Reflets et perspectives de la vie économique* 2016/1 (Tome LV) pp. 57-71. (doi : 10.3917/rpve.551.0057)
- Renmans, Dimitri, Elisabeth Paul, Bruno Dujardin, 2016, « Analysing Performance-Based Financing through the Lenses of the Principal-Agent Theory », *IOB Working Paper* 2016.14

(ISSN 2294-8643), University of Antwerp, Institute of Development Policy and Management (December).

- Paul, Elisabeth, 2015, “Performance-Based Aid: Why it will probably not meet promises”, *Development Policy Review* 33(3) (May), 313-323. (doi: 10.1111/dpr.12115)
- Devahive, Eva, Elisabeth Paul, Salif Samaké, Issa Berthé, Moussa Yattara, and Marc Poncelet, 2015, “Stakeholder incentives and aid effectiveness – A case study in the health district of Kayes in Mali”, *Journal of Development Studies* 51(3): 274-286. (doi: 10.1080/00220388.2014.976619)
- Paul, Elisabeth, Nadine Sossouhounto, and Dieudonné Eclou, 2014, “Local stakeholders’ perceptions about the introduction of Performance-Based Financing in Benin. A case study in two health districts”, *International Journal of Health Policy and Management* 3(4), 207-214. (doi: 10.15171/ijhpm.2014.93)
- Paul, Elisabeth, Denis Porignon, Bruno Dujardin, Jessica Martini Véronique Zinnen, 2014, “Comment on the recently accepted manuscript: “Do Sector-Wide Approaches for health aid delivery lead to ‘donorflight’? A comparison of 46 low-income countries” by Rohan Sweeney, Duncan Mortimer, and David W. Johnston, doi: 10.1016/j.socscimed.2013.12.026, in press, available online 8th January 2014”, *Social Science & Medicine*. (doi: 10.1016/j.socscimed.2014.04.040)
- Paul, Elisabeth, Dieudonné Eclou, Nadine Sossouhounto, Firmin Nakoulma, Issa Berthé, 2013, « L’efficacité de l’aide en santé en Afrique de l’Ouest : maintenant plus que jamais », *Global Health Promotion* 20(4) (December): 68-71. (doi:10.1177/1757975913502687)
- Paul, Elisabeth, Salif Samaké, Issa Berthé, Ini Huijts, Hubert Balique, Bruno Dujardin, 2014, “Aid for health in times of political unrest in Mali: Does donors’ way of intervening allow protecting people’s health?”, *Health Policy and Planning* 29(8):1071-4. (doi: 10.1093/heapol/czt082)
- Paul, Elisabeth, Megan Ireland, Jessica Martini, Véronique Zinnen, Ignace Ronse, Salif Samaké, Bruno Dujardin, 2013, “Results from the implementation of aid effectiveness principles in the health sector in Mali”, *Journal of Public Health Policy* 34(1): 140-152. (doi: 10.1057/jphp.2012.64)
- Zinnen, Véronique, Elisabeth Paul, Aziza Mwisongo, Daniel Nyato, and Annie Robert, 2012, “Motivation of human resources for health: a case study at rural district level in Tanzania”, *International Journal of Health Planning and Management* 27(4): 327-347. (doi: 10.1002/hpm.2117)
- Paul, Elisabeth, and Frieda Vandeninden, 2012, “Foreign Aid Transaction Costs: What are they and when are they minimised?”, *Development Policy Review* 30(3): 283-304. (doi: 10.1111/j.1467-7679.2012.00577.x)
- Ireland, Megan, Elisabeth Paul, and Bruno Dujardin, 2011, “Can performance-based financing be used to reform health systems in developing countries?”, *WHO Bulletin* 89(9): 695-698 (September). (doi: 10.2471/BLT.11.087379)
- Paul, Elisabeth, 2010, “Motivating Civil Servants for Reform and Performance”, ‘Capacity is Development’ Research Series, United Nations Development Programme.
- Samaké, Salif, *L’approche sectorielle dans le domaine de la santé au Mali*, Coopération Technique Belge et Ministère de la Santé du Mali, December 2009: co-author of various chapters.
- Zinnen, Véronique, Samia Laokri, et Elisabeth Paul, 2009, « Vers un nouveau paradigme de l’aide au développement : l’approche sectorielle en santé, quels constats, » in H. Sanni Yaya (Ed.), *Le défi de l’équité et de l’accessibilité en santé dans le tiers-monde*, L’Harmattan, pp. 329-349.
- Paul, Catherine, Elisabeth Paul, and Véronique Zinnen, 2008, “Health SWAps: for a sustainable development of healthcare systems in low-income countries”, Chapter 10 in Cholewka, P., and M. Motlagh (Eds.), *Health Capital and Sustainable Socioeconomic Development*, Taylor & Francis, pp. 191-215.
- Bergamaschi, Isaline, Alassane Diabaté et Elisabeth Paul, 2008, « L’agenda de Paris pour l’efficacité de l’aide. Défis de l’« appropriation » et nouvelles modalités de l’aide au Mali », *Afrique Contemporaine* 223-224, pp. 219-249.

- Leruth, Luc, and Elisabeth Paul, 2007, “A Principal-Agent Theory Approach to Public Expenditure Management Systems in Developing Countries”, *OECD Journal on Budgeting*, Vol. 7, no. 3, pp. 97–126.
- Paul, Elisabeth, and Marc Robinson, 2007, “Performance Budgeting, Motivation and Incentives”, Chapter 18 in Robinson, Marc (Ed.), *Performance Budgeting: Linking Funding and Results*, International Monetary Fund & Palgrave/McMillan, 552 p., pp. 330-375.
- Paul, Elisabeth, 2006, *Improving Public Outcomes in Developing Countries. Application of Incentive Theory to Aid and Public Resource Management*, Ph.D. Thesis, University of Liège (September 1).
- Paul, Elisabeth, 2006, “Lessons from Principal-Agent Theory for Public Expenditure Management in Pacific Island Countries”, *Pacific Economic Bulletin* 21(2): 36-52.
- Paul, Elisabeth, and Era Dabla-Norris, 2006 “What Transparency Can Do When Incentives Fail: An Analysis of Rent Capture”, *IMF Working Paper No. 06/146* (June).
- Paul, Elisabeth, 2006, “A Survey of the Theoretical Economic Literature on Foreign Aid”, *Asian-Pacific Economic Literature* 20(1) (May): 1-17.
- Paul, Elisabeth, 2005, “The evaluation of Fair Trade as a Development Project– Methodological Considerations”, *Development in Practice*, Volume 15, no.2, pp. 134-150. doi: 10.1080=09614520500040437
- Paul, Elisabeth, 2003, “Ownership vs. Accountability, ou le contrôle des fonds de l’aide au développement”, *Reflets et Perspectives de la Vie économique*, XLII no. 2, June, pp. 29-43.

Additional Information

- Laureate of the Development Co-operation Prize 2006, “Young researchers” category, for the Ph.D. thesis entitled “*Improving Public Outcomes in Developing Countries. Application of Incentive Theory to Foreign Aid and Public Resource Management*”, under the supervision of Prof. L. Leruth (IMF). Members of the jury: Prof. I. Jelovac, A. Corhay, A. Jousten, B. Jurion, L. Leruth, V. Tanzi (“Summa cum laude”)
- Founding member and coordinator of the Belgian Network of Researchers in Global Health – Health Policy and Systems (Be-Cause Health) (since 2019).
- Also member of the Independent Review Committee (IRC) of the Gavi Alliance (2019-2021).