

# Shakira Raesa Mustapha

Senior Research Officer

Overseas Development Institute

203 Blackfriars Road, London, SE1 8NJ, UK

---

**Tel:** +44 (0)20 7922 0318

**Email:** s.mustapha@odi.org.uk

**Nationality:** Trinidadian

## KEY EXPERIENCE

- Supporting reforms in low-income countries relating to social safety nets and public financial management.
- Preparing guidance materials, policy briefs and seminars on various public finance topics relating to Debt Management and Sustainability, and Public Investment Management
- Quantitative and qualitative research on PFM and development.

Other Skills: STATA

Country experience: Trinidad and Tobago, Liberia, Nepal, Kenya, South Africa

## QUALIFICATIONS

2009 - 2011

**Master of Public Administration in Public and Economic Policy (Distinction)**

London School of Economics

Institute of Public Affairs

2004 - 2008

**Honors Bachelor of Arts (High Distinction)**

University of Toronto, Canada

Department of Economics and Political Science

---

## CAREER

2018 – Present

**Research Fellow**

**Public Finance and Institutions, ODI**

- Develop research proposals and seek external funding for research proposals
- Develop new concepts and ideas to extend intellectual understanding and inform policy.
- Lead and author research reports, policy briefs and other documents for publication
- Support capacity building efforts, related to improving public financial management, as a member of the BSI Liberia country program.

2015 - 2018

**Senior Research Officer**

**Public Finance and Institutions, ODI**

- Author or co-author research reports, policy briefs and other publications.
- Propose, design and carry out robust econometric studies on topics relating to Public Finance Management, service delivery, and domestic resource mobilization.
- Present research results internally and externally at conferences and meetings nationally and internationally.

2013 – 2015

**Research Officer**

**Centre of Aid and Public Expenditure, ODI**

- Provide specific technical inputs to on-going research projects such as literature reviews, interviews, quantitative and qualitative data analysis and preparing reports.
- Support research project activities including field work, holding workshops, producing written outputs and preparing reports for donors, under the supervision of a Research Fellow.
- Support the development of research proposals, and expressions of interest.

2011 – 2013

**Associate Professional (Planning Officer)**

Ministry of Planning and Sustainable Development, Trinidad and Tobago

- Contribute to the formulation of government policies and frameworks such as Trinidad and Tobago's Medium-Term Policy Framework (2011-2014) and National Performance Framework (2012-2015).
- Support the management of the national portfolio of IADB-financed projects, specifically projects relating to strengthening Public Financial Management system as well as social safety net reform.
- Author research papers and technical briefs for national, regional and international conferences.

2008 – 2009

**Research and Policy Officer**

Ministry of Trade and Industry (Investment Directorate), Trinidad and Tobago

- Provide technical support for the implementation and execution of Investment Promotion initiatives.
- Produce and maintain a Compendium of Investment Incentives.
- Co-ordinate training programs and conferences.
  
- Supervise subcontractors and other short-term staff working within the team.
- Contribute to the development of research proposals and expressions of interest.

**SELECTED PUBLICATIONS**

Annalisa Prizzon, Romilly Greenhill, and Shakira Mustapha. 2016. An Age of choice for development finance: Evidence from country case studies. ODI.

Annalisa Prizzon and Shakira Mustapha. 2014. Debt Sustainability in HIPCs in a New Age of Choice: Taking stock of the debt relief initiatives and implications of the new development finance landscape for public debt sustainability. ODI.

Carter, P. et al. 2015. Strengthening domestic resource mobilisation in Australian partner countries. ODI.

Helen Tilley, Revocatus Sangu, Kenny Manara, Shakira Mustapha and Stephanie Sweet. 2013. Making Change Happen: Non-Technical Drivers of PFM system performance and reform opportunities in Tanzania. ODI.

Mark Miller and Shakira Mustapha. 2016. Introductory Guide to Public Investment Management, ODI.

Pedro Martins, Jonathan Glennie and Shakira Mustapha. 2013. Game changers: global policy priorities for the post-2015 agenda. ODI.

- Philipp Krause, Sierd Hadley, Shakira Mustapha and Bryn Welham. 2015. The Capabilities of Finance Ministries. Research Report. ODI.
- Shakira Mustapha and Annalisa Prizzon. (*forthcoming*). Debt relief initiatives 20 years on and implications of the new development finance landscape. *Third World Thematic Special Issue on Global Debt Dynamics: Crises, Lessons, Governance*.
- Shakira Mustapha and Philipp Krause. 2016. Financing education: domestic resource mobilization and allocation. Education Commission.
- Shakira Mustapha et al. 2016. Leaving no-one behind in the health sector: an SDG stocktake in Kenya and Nepal.
- Shakira Mustapha et al. 2016. Leaving no one behind in the roads sector: an SDG stocktake in Kenya.
- Shakira Mustapha et al. 2016. An integrated approach to leaving no one behind: overview and methodology.
- Shakira Mustapha and Romilly Greenhill. 2016. Age of choice: Lao People's Democratic Republic in the new development finance landscape. Overseas Development Institute. Shakira Mustapha and Annalisa Prizzon. 2015. Topic Guide on Debt Sustainability and Management in Developing Countries. EPS PEAKS.  
[https://assets.publishing.service.gov.uk/media/57a0897eed915d622c00023f/EPS\\_PEAKS\\_Topic\\_Guide\\_Debt\\_Sustainability\\_and\\_Debt\\_Management\\_in\\_Developing\\_Countries.pdf](https://assets.publishing.service.gov.uk/media/57a0897eed915d622c00023f/EPS_PEAKS_Topic_Guide_Debt_Sustainability_and_Debt_Management_in_Developing_Countries.pdf)
- Shakira Mustapha. 2014. Assessment of the development impact of blended finance instruments. Overseas Development Institute. Paper prepared for DFAT.
- Shakira Mustapha. 2014. What lessons can we learn from the 1980's and 1990's debt crises for developing countries and how are today's conditions similar, how are they different? EPS PEAKS, UK.
- Shakira Mustapha. 2014. What does the latest literature say on the strengths and weaknesses of the IMF's Debt Sustainability Analysis? EPS PEAKS, UK.
- Shakira Mustapha and Annalisa Prizzon. 2014. Is debt sustainable in the post-HIPC era? EPS PEAKS, UK.  
[https://assets.publishing.service.gov.uk/media/57a089e5274a27b2000311/Strengths\\_and\\_weaknesses\\_of\\_the\\_IMFs\\_Debt\\_Sustainability\\_Analysis\\_64.pdf](https://assets.publishing.service.gov.uk/media/57a089e5274a27b2000311/Strengths_and_weaknesses_of_the_IMFs_Debt_Sustainability_Analysis_64.pdf)
- Shakira Mustapha, Annalisa Prizzon and Mikaela Gavas. 2013. Topic Guide: Blended Finance for Infrastructure and Low-Carbon Development. Evidence on Demand. DFID and ODI.  
<https://www.gov.uk/dfid-research-outputs/topic-guide-blended-finance-for-infrastructure-and-low-carbon-development-full-report>
- Shakira Mustapha. 2012. Socio-Political Consequences of Oil and Gas Based Development: Trinidad and Tobago's Experience. Paper presented at the University of West Indies Conference "Revenue Management in Hydrocarbon Economies". June 20-22nd, 2012.
- Welham, B. et al. 2017. Public financial management and health service delivery: Necessary, but not sufficient? ODI: London.