

Curriculum Vitae



Gambhir Bhatta, PhD

Technical Advisor (Governance) Asian Development Bank

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THE PHILIPPINES

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Summary Information

- **Nationality:** New Zealand
- **Work experience** in international and multi-cultural environments, including as a **consultant** to the UN, ADB, and other organizations, in several countries (short-and long-term professional experiences in Bangladesh, Bhutan, India, Indonesia, Laos, Maldives, Nepal, New Zealand, Rwanda, Singapore, Sri Lanka, Timor-Leste, Uganda, USA, Uzbekistan).
- **Publication record** includes four books and several articles in various peer-reviewed international journals on the general themes of governance and public management.
- **Professional involvement in academic institutions** over the years, including at: University of Pittsburgh (*International Management Development Institute*, and *University Center for Social and Urban Research*); National University of Singapore (NUS) (*Lee Kuan Yew School of Public Policy*, *Department of Political Science*, and *Master in Public Policy Program*); Singapore Institute of Management (*Open University Business School, UK*); The Open Polytechnic of New Zealand (*School of Business*); Victoria University of Wellington (*School of Government*); Duquesne University, Pittsburgh (*John F. Donahue Graduate School of Business*); Golden Gate University, USA (*Ageno School of Business*, Executive MPA Program); and Carnegie-Mellon University (Australia).
- **Areas of expertise:** Governance reforms, public sector management, public financial management, fiscal decentralization, anticorruption reforms, development administration
- **Adjunct Professor** (2016-2018), Lee Kuan Yew School of Public Policy, Singapore.

Academic Training

- **PhD in Public and International Affairs** (Graduate School of Public & International Affairs (GSPIA), University of Pittsburgh, USA), 1990
- **Certificates of Advanced Studies in:**
 - (a) *Applied Policy Analysis* (GSPIA, University of Pittsburgh), 1990
 - (b) *Urban and Regional Development* (GSPIA, University of Pittsburgh), 1990
 - (c) *Asian Studies* (University Center for International Studies, University of Pittsburgh), 1990
- **Dual MA in Political Science and Economics** (Bowling Green State University, USA), 1985

Selected specialized training:

- *Leadership Direct Program* (2016). Harvard Business Planning, Massachusetts
- *Leadership in Sustainable Development* (February 2012). University of Cambridge, UK
- *Public Expenditure and Financial Accountability (PEFA)* (December 2006). Manila.

- *Government Policy Leadership* (October 2003). Wellington.
- *Effective Negotiations in an Era of Rapid Change* (May-June 2000) (Public Policy Program, NUS), Conflict Management Group (Boston), and Harvard University).
- *Infrastructure in a Market Economy* (January 2000) (Public Policy Program (NUS) and Kennedy School of Government (Harvard University)).

Professional Experiences

Since September 2015

Technical Advisor (Governance), and concurrently **Chair, Governance Thematic Committee**, at ADB; responsible for advising on work on governance and public sector management (PSM) across the Bank (PSM portfolio totaled \$4.1 billion in 2013-2015). As Technical Advisor, I'm accountable for working on complex governance issues and guiding others in resolving problems with high levels of risk. Primary expected outcomes are:

- (a) **Leadership and strategic management:** (i) advise ADB Management on global and regional trends in governance and public management; (ii) provide technical leadership of the Governance Thematic Group (GovTG).
- (b) **Strategic Operations Support:** (i) lead the mainstreaming of the Governance theme in ADB operations; (ii) foster and drive innovation, thought leadership, and future looking Bank-wide initiatives to help develop future business.
- (c) **Knowledge Management and Knowledge Sharing:** (i) identify and develop knowledge in new emerging areas and develop flagship events, studies, and publications to produce seminal knowledge as the basis for future operations; (ii) promote innovative and cross-cutting research, as well as the dissemination of technical knowledge and learning.
- (d) **Human Resource and Talent Management:** (i) contribute to the recruitment and talent management of technical staff across the Bank; (ii) facilitate (in collaboration with Operations Vice Presidents) interdepartmental mobilization of staff resources as required; (iii) provide coaching and mentoring to staff.
- (e) **Partnerships:** (i) manage global/regional partnerships (donors, private sector, academia, and development community); (ii) work with Office of Cofinancing to influence mobilization of external co-financing (grants, investments, concessional loans) and manage relevant financing partnership facilities; and (iii) lead collaboration across ADB and with partners drawing on professional networks.

August 2011–August 2015

Principal Knowledge Management Specialist at the South Asia Regional Cooperation Division, South Asia Regional Department (SARD), ADB, Manila, Philippines

- ⊕ Led the portfolio on knowledge management in the Department.
- ⊕ As the Head of the Facility Secretariat (2011-2015), led the management of the Australia-ADB Development Partnership Facility for South Asia (total funding: \$12.7 million).
- ⊕ Designed the \$1.5 million regional technical assistance project on Strengthening Knowledge-Driven Development in South Asia (for \$1.5 million). I also served as the Project Officer for Cluster TA-10: South Asia Economic Integration Partnership (funded by the United Kingdom) (£1.9 million).

- ⊕ Designed the \$1.5 million regional policy and advisory technical assistance project on Enhancing Economic Analysis and South-South Learning.

Concurrently (February 2014 to August 2015)

Country Team Leader (The Maldives), SARD, Asian Development Bank, Manila, Philippines

- ⊕ As country team leader, responsible for country strategy, program, and portfolio management for the Maldives, for which the indicative country allocations of Asian Development Fund (ADF) resources during 2014–2016 amounted to \$50.76 million, including the indicative 2015–2016 biennial allocations and approved allocations from loan savings and cancellations.
- ⊕ Designed the Country Partnership Strategy (CPS), 2016-2018; Interim CPS (ICPS), 2014-2015; and the ICPS, 2016.

July 2005—July 2011

Principal Public Management Specialist (since December 2008; prior to that, Senior Governance Specialist and Principal Governance Specialist) at the Public Management, Financial Sector, and Trade Division, South Asia Department, Asian Development Bank

- ⊕ Work revolved around developing a portfolio of project and program loans and technical assistance (TA) grants to South Asian countries (more than \$400 million in total); involvement in **substantial projects** as Mission Leader included:
 - **Bangladesh:** Good Governance Program (\$150 million Asian Development Fund – ADF; and \$3 million technical assistance, including \$1.5 million from Danida)
 - **Bhutan:** (i) TA on Mainstreaming Anticorruption at the Local Level, \$0.5 million; (ii) Governance Support Program (Cluster I: Technical Assistance), \$0.25 million
 - **India:** (i) Mizoram Public Resource Management Program (\$100 million) (joint mission leadership); (ii) Technical Assistance on Mainstreaming Public Private Partnerships at the State Local (\$3 million)
 - **Nepal:** Governance Support Program Cluster (Subprogram I) (\$106.3 million ADF); the Gender Action Plan I helped draft for the Program has been cited by the Gender Group at ADB as one of “good practice”
 - **Sri Lanka:** Fiscal Management Efficiency Project (\$50 million) (joint mission leadership)
 - **Regional:** Collaborative Research and Advisory Services on Public Sector Management (joint mission leadership); institutionalized the knowledge partnership with the Lee Kuan Yew School of Public Policy, \$0.5 million.
- ⊕ In addition, I have been a key team member in the design of several programs, two of the most prominent ones being: (i) **Public Expenditure Support Facility and Countercyclical Support Facility** (\$744 million) for Bangladesh in 2009; and (ii) **Fiscal Policy Support Program** (\$500 million) for Indonesia, in 2016. I have also provided advisory services for the Capital Market and Infrastructure Financing Support project in Nepal (for \$5 million), and Strengthening Governance Management Project in Bangladesh (for \$25 million).

April—July 2005

Senior Lecturer (Public Management), School of Government, Victoria University of Wellington, New Zealand (on special leave from the State Services Commission).

January 2001—April 2005

Senior Advisor (Public Management), Strategic Development Branch, State Services Commission (SSC), Wellington, New Zealand (SSC, the Treasury, and Department of Prime Minister & Cabinet are the three central agencies in the New Zealand Public Service)

- ⊕ Provided advice on machinery of government issues, including on improving governance arrangements and reshaping the State Sector in New Zealand.
- ⊕ Helped formulate one of Government's flagship programs on senior management development within the New Zealand Public Service, including leading a cross-departmental project team working on configuring an appropriate human resource database at the senior management level; reconfiguring the Management Development Centre; and developing the Program Business Case submitted to Cabinet.
- ⊕ Led a cross-departmental project on Ageing Workforce in the New Zealand Public Sector (collating and disseminating good practice strategies in managing the ageing workforce issue), August 2003 to May 2004.
- ⊕ Liaised with international agencies and jurisdictions on all matters related to public management, including with OECD (Public Management, PUMA), and Australian jurisdictions (through membership in the Management Development Group).
- ⊕ Led SSC work (as Editor) on the *Working & Occasional Paper Series*.

January 1996—December 2000

Assistant Professor, Department of Political Science (**Adjunct**, European Studies Program; and **Graduate Student Advisor** and **External Examiner**, School of Public Policy), National University of Singapore

Taught courses on public administration and governance modules to undergraduate students; and supervised several graduate and PhD students in their thesis research. Developed a substantial research and publication portfolio.

April 1993—January 1996

Program Officer/Project Manager, United Nations Development Program, Uganda

- ⊕ As **UN Volunteer (UNV) Program Officer**, responsible for country program development & management; UNV post planning & management; monitoring and evaluating the work of all UNVs (peak: 33 in 17 projects); contributing to the UNV Sub-Regional Program for East Africa.
- ⊕ As **Project Manager** for the \$800,000 UNDP-funded UNV Multisectoral Assistance Project; fully responsible for all project implementation activities, and supervising all UNVs in the project (seven in all at various periods).

August 1990—March 1993

Senior Consultant and Demographic and Economic Research, and **Research Associate**, City of Pittsburgh, and University Centre for Social and Urban Research, University of Pittsburgh

Relevant consultancies

- ⊕ **Asian Development Bank**, on preparing a governance assessment of the energy, finance, and infrastructure sectors in Bhutan (November 2004-March 2005).
- ⊕ **Civil Service College, Singapore**, on designing and running a 2-day course on Public Sector Risk Management (August 2004, January 2005) to senior Civil Service staff members.
- ⊕ **John F. Donahue Graduate School of Business, Duquesne University**, Pittsburgh, USA, Fall 2004 term, **Adjunct Professor**, MSLBE 537-55 (Public Affairs Management), an online course for the Master of Science in Leadership and Business Ethics.
- ⊕ **UN Development Program**, on program formulation, evaluation:
 - UNDP/Laos (April-May 2005) to assess the machinery of government changes in central government and to advise the Prime Minister's Office on the best course forward (including repositioning the Ministry of Finance)
 - UNDP/Timor-Leste (November 2003, January-March 2004) to develop a series of sector investment packages in Governance (for submission to donor agencies) for investment consideration
 - UNDP/Rwanda (August 2003) to conduct a mid-term evaluation of *Projet RWA/00/013 & RWA/00/B13: D'Appui au Developpement des Capacites et a la Reforme de la Fonction Publique Rwandaise* (Support to Capacity Building & Civil Service Reform)
 - UNDP/Nepal:
 - February 1998 to formulate a project on mainstreaming gender in development programs (NEP/98/001)
 - May-June 1997 to formulate Project NEP/96/007 (on strengthening aid management capacity of government at the Foreign Aid Coordination Division, Ministry of Finance, Nepal)
 - December 1997 to review internal quality control processes at UNDP Country Office in Kathmandu, Nepal; May-June 1997 to formulate Project NEP/96/007 (on strengthening aid management capacity of government at the Foreign Aid Coordination Division, Ministry of Finance, Nepal)
 - December 1996 to evaluate and reformulate Project NEP/91/042 (Strengthening NGO Managerial Capacity)
 - UNDP/Uzbekistan from April to June 1994 to develop a capacity-building project designed to provide management training to mid-career Uzbek government officials.
- ⊕ **The Open Polytechnic of New Zealand**, External Examiner, 1999-2001; and consultant, 1998-1999; Lower Hutt, New Zealand.
- ⊕ **Singapore Institute of Management**, on training (1997, 1998, 1999, 2000); as **Consultant Trainer and Tutor/Counselor** for BZS600: The Capable Manager (since 1997) and BZS752: Managing Resources for the Market (since 1998) for the UK Open University Business School (this includes training the tutors for BZS752 (1999) and lecturing on BZS600 (2000)).

- ✦ **International Management Development Institute**, Pittsburgh, on management training (1992); as **Consultant Trainer**, providing training on modules such as on project planning and analysis, and management of information systems for various seminars.

Significant Publications

A. Books

- **20th by 2020: Bhutan's Drive for Improved Governance** (as lead author on behalf of ADB; by ADB, Manila, 2014), 74 pp. (ISBN: 978 92 9254 620 5)
- **International Dictionary of Public Management and Governance**, New York: M. E. Sharpe, Inc. (2006), 687 pp. (ISBN: 0 7656 1261 5) (*described by independent international reviewers as "impressive", "authoritative", and "pioneering work"*)
- **Reforms at the United Nations: Contextualizing the Annan Agenda**. Singapore: Singapore University Press, 2000, 344 pp. (ISBN: 9971 69 235 X)
- **Governance Innovations in the Asia-Pacific Region: Trends, Cases and Issues** (co-edited with Joaquin Gonzalez), Aldershot: Ashgate, 1998, 305 pp. (ISBN: 1 84014 392 4).

B. Articles

- "Regulation and Regulatory Risks in Bhutan," *South Asia Working Paper* (forthcoming), ADB (based on a presentation at the 6th Global Conference of Forum of Economists International, in Malaysia, December 2015).
- "Fiscal Decentralization and Fiduciary Risks: A Case Study of Local Governance in Nepal," *South Asia Working Paper 5* (July 2011), ADB, Manila.
- "Countries in Transition: A Brief Review of the Emerging Political Economy of Bangladesh, Bhutan, the Maldives, and Nepal," *South Asia Occasional Paper Series 3*, ADB, Manila (September, 2009).
- "Intent, Risks and Capability: Some Considerations on Rethinking about Organizational Capability," *International Review of Administrative Sciences*, 2003, 69(3), pp. 401-418.
- "'Don't just do something, stand there!' Revisiting the Issue of Risks in Innovation in the Public Sector," *The Innovation Journal*, 2003, Vol. 8, Issue 2, pp. 1-12 (*reference material at the Ash Center for Democratic Governance and Innovation at Harvard Kennedy School*) (see <http://ksg.vinq.com/documents.html?c=1>); *article is listed as being the 54th most popular, out of 2,177, in the Government Innovators Network site*).
- "Evidence-based Analysis and the Work of Policy Shops," *Australian Journal of Public Administration*, 2002, 61(3), pp. 98-105.
- "Corporate Governance and Public Management in Post-Crisis Asia," *Asian Journal of Public Administration*, 2001, 23(1), pp. 1-32.
- "On Governing and Milking Cows: Replicating Good Governance Practices from East Asia," (with J. Gonzalez), *Asian Journal of Public Administration*, 1998, 20(2), pp. 123-150.

C. Country Information Sourcebook

- **An Enduring Partnership: The Maldives and the Asian Development Bank** (led the work on finalization of the book on behalf of ADB). Manila, 2015) (ISBN: 978 92 9257 030 9)

(Full list of publications available upon request)

Miscellaneous

⊕ **Executive Training & Academic Program Experiences:**

1. **Adjunct Practice Professor**, Lee Kuan Yew School of Public Policy, Singapore, commencing March 2016.
 2. **Guest Course Leader**, Executive Education Program on Effective Regulation, Carnegie Mellon University—Australia, Adelaide (April 30 & May 1, 2015).
 3. **External PhD Examiner**, for three PhD theses (two from the School of Government, Victoria University of Wellington, 2004, 2009; and one ongoing since 2014 from Kathmandu University, Nepal).
 4. **Supervised Master's Thesis research work** of Ms. Yuko Nara, University of Tokyo; thesis topic on PPPs in India, July-December 2011 (on academic attachment at ADB).
 5. **Honorary Research Associate**, Victoria University of Wellington, 2003-2005.
 6. **Adjunct Professor**, John F. Donahue Graduate School of Business, Duquesne University, Pittsburgh, USA, Fall 2004 term, MSLBE 537-55 (Public Affairs Management), online course for Master of Science in Leadership & Business Ethics.
 7. **Executive Course Designer and Consultant Trainer**, Civil Service College, Singapore, on designing and running a 2-day course on Public Sector Risk Management (August 2004, January 2005) to senior Civil Service staff members.
 8. **External Examiner (1999-2001), and Consultant (1998-1999)**, School of Business, The Open Polytechnic of New Zealand, Lower Hutt, New Zealand.
 9. **Consultant Trainer and Tutor/Counselor**, Singapore Institute of Management (1997, 1998, 1999, 2000); for BZS600: The Capable Manager (since 1997) and BZS752: Managing Resources for the Market (since 1998) for the UK Open University Business School (this includes training the tutors for BZS752 (1999) and lecturing on BZS600 (2000)).
 10. **Consultant Trainer**, International Management Development Institute, Pittsburgh, on management training (1992); providing training on modules such as on project planning and analysis, and management of information systems for various seminars.
- ⊕ **Selected Short-term assignments:** (i) **New Zealand Treasury**, Wellington (“Managing for Outcomes” program evaluation), June 2003; (ii) **Office for the Senior Public Service**, The Hague (executive development in the Dutch Public Service), January 2003; (iii) **United Nations Development Program**, Uzbekistan (Acting UN Volunteers Program Country Officer, May-June 1994); and (iv) **UN Independent Secretariat for Constituent Assembly Elections, Uganda** (as Regional Coordinator, led a group of 14 international election observers in the central region to monitor the freeness and fairness of the historic elections, March 1994).

- ⊕ **Selected awards:** (i) Leadership Award in Governance and Public Management Knowledge Sharing (2012, 2013, 2015), Governance Community of Practice, ADB; (ii) Best Mentor, SARD, ADB, 2011; (iii) Teaching Excellence Award, NUS, 1997 and 2000; (iv) Graduate Fellowships, University of Pittsburgh (1985-1988); (v) America-Nepal Education Foundation Grant (1983).