

# **Recommendation for Deputy Assistant Secretary at Treasury for International Development, Finance and Debt**

**Chantale Y.M. Wong**  
**Deputy Director, Office of Performance Budgeting,**  
**US Department of Treasury**

## **REFERENCES:**

Hon. Nancy Pelosi, Speaker, House of Representative

John Garamendi, Lt. Governor, State of California

Alice Rivlin, Former OMB Director, Former Vice Chair, Federal Reserve

Ambassador Linda Tso Yang, Former US ED, Asian Development Bank

## **EDUCATION:**

Masters in Public Administration, Environmental Policy, Harvard University, (1988)

MS in Environmental Engineering, University of California Berkeley, (1982)

BS in Civil Engineering, University of Hawaii, Manoa, (1980)

## **PROFESSIONAL EXPERIENCE:**

### **EMPLOYMENT HISTORY:**

- ***Deputy Director, Office of Performance Budgeting, U.S. Department of the Treasury, Washington, D.C. (2004 – Present):*** Provides policy advice on all budget and execution related to the implementation of U.S. Treasury assistance to Fannie Mae and Freddie Mac, including treatment of financial assistance under Federal Credit Reform. Provides budget guidance and assistance to the implementation of the Trouble Asset Relief Program. Functions as the liaison to the Office of Management and Budget in obtaining funding for the \$700 billion TARP. Developed a budget formulation, execution and performance management application unique to the Federal government and marketing it to other Federal agencies. Currently eleven Federal Departments and Agencies use the Budget Formulation and Execution Manager, including major departments such as Treasury, Justice, State, Transportation, Veterans Affairs, etc. Play a leadership

role in moving Federal budgeting in using technology. Manages the Budget Execution team in providing financial internal controls over all Treasury bureaus including the IRS, Bureau of Public Debt, the US Mint, Bureau of Engraving and Printing and Department Offices. Provides guidance assistance to the Budget Formulation team in analyzing the Bureau's budget submission to the Department, Office of Management and Budget and Congress. Provides guidance and assistance to the Formulation team on the general principles of performance budgeting, including the process and procedures on how to analyze existing policies. Assists in developing procedures and processes in a continuing drive for performance improvement, and developing, recommending and implementing performance based budgeting throughout the Department.

- ***Acting United States Executive Director, Board of Directors, Asian Development Bank (ADB), Manila, Philippines, (2001-2002) and Alternate United States Executive Director, Board of Directors, (2000-2001):*** Represented the United States on the Board of Directors. Represented U.S. commercial interest at the ADB, including resolving procurement disputes. Mediated the dispute between Oracle and ADB over a \$13 million contract to provide fully integrated e-service, including the human resource and financial operations components. Conducted Business Opportunity Seminars across the US, with a specific focus on ICT and Energy sectors within the US market. Oversaw Bank operations with annual lending levels over US\$5.5 billion to countries in the Asia Pacific region. Provided key policy guidance to senior management, reviewed and approved all policies and strategies for the Bank including ICT policy, environment, gender, governance, anti-corruption, and financial sector reform. Oversaw the Bank's efforts to ensure better performance in lending operations and project evaluation as a member of the *Board Development Effectiveness Committee*. Ensured financial soundness of the Treasurer Department's operations, including approval of year-end financials and oversight of the general auditor functions as a member of the *Board Audit Committee*. Oversaw the inspection activities to ensure accountability of Bank operations. Reviewed and approved the annual operating budget as well as the annual work program and lending targets. Collaborated with 60 member countries' officials in developing consensus approaches to economic development.
- ***Environment Policy Specialist, Asian Development Bank (ADB), Manila, Philippines, (1999-2000):*** Project Officer responsible for the *Asian Environment Outlook*, a document to provide the basis for sector lending and technical assistance for environmental improvement in developing member countries. Provided environmental policy guidance on matters relating to the ADB's loans and technical assistance.

## CONSULTANCY SERVICES:

2002-2003

**The World Bank Group, Washington, DC**

Role is to research and develop a technical note on technology alternatives to waste disposal, including alternatives to incineration. Review IFC portfolio to identify active mainstream projects which may present a risk of release of Persistent Organic Pollutants through inappropriate use of pesticides or PCBs or unintentional releases of POPs as a byproduct of operational processes. Develop U.S. case studies for a course on Strategic Environmental Assessment for senior China's National Environmental Protection Agency.

2002

**Robert Gumbiner Foundation, Long Beach, CA**

Helped to seek project financing with IFIs or US domestic agencies for an airline route extension from Guam to Yap, Federated States of Micronesia.

2002

**Inter American Development Bank (IaDB), Washington, DC**

Provided assessment and analysis for the Office of Evaluation and Oversight on the oversight review of the IaDB's Project Completion Reports.

## PUBLICATIONS:

1997

Major contributor to World Bank report, "**Clear Water, Blue Skies, China's Environment in the New Century**", China 2020 series, The World Bank, September 1997.

1990

Co-editor, "**Acidic Deposition: State of Science and Technology, Report on the NAPAP International Conference, February 11-16, 1990, Hilton Head, SC**" April 1990.

1989

"**Treatment and Control Strategies, Combined Sewer Overflow Pollution Abatement, Manual of Practice**", Chapter 6, Water Pollution Control Federation, October, 1989.

1988

Major contributor in Discussion Paper, "**Federal Water Policy: Towards an Agenda for Action**", Harvard Water Policy Project, Harvard University, August 1988.

**PROFESSIONAL LICENSES:**

**Registered Civil Engineer**  
State of California  
Commonwealth of Massachusetts

**LANGUAGE SKILLS:**

Chinese (Cantonese, Mandarin and Shanghainese)  
Some Japanese.

**Chantale Y.M. Wong**  
**Deputy Director, Office of Performance Budgeting,**  
**US Department of Treasury**  
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**Washington, DC 20007**  
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# **Recommend for Deputy Assistant Secretary for International Monetary Policy**

**Randall Dodd**

**Senior Financial Sector Expert, International Monetary Fund**

**640 East Capitol Street, NE**

**Washington, D.C. 20003**

**202 486 3131 or rodd@imf.org**

## **EDUCATION**

Ph.D., Economics, Columbia University 1990

Specialization: International Finance and Trade, Economic Development, Labor

Maximilian Institute, Munich, Germany 1982

M.A., Economics, Columbia University 1982

B.A., Economics, University of Texas, Austin 1979

L'Institute des Etudes Francaise, La Rochelle, France 1978

## **POLICY EXPERIENCE**

*International Monetary Fund*, Senior Financial Sector Expert 2007-Present

Current responsibilities are to provide expert advice and economic research to support the Fund's efforts to enhance financial stability through appropriate financial market regulation and supervision. This includes technical assistance missions to member countries, seminars to raise the capacity of Fund staff on derivatives markets and other financial sector issues, writing memos and briefing notes on issues that emerge from the financial crisis and conducting research on longer term policy matters.

*Financial Policy Forum & Derivatives Study Center*, Director 2000 - 2007

Founded and served as Director for the Financial Policy Forum. Supervised and conducted economic policy research into financial markets (in industrialized and developing economies), their appropriate level of regulation and their impact on the economy. Responsibilities included fund raising, managing the staff of research and administrative personnel, conducting and overseeing research, organizing conferences, providing training, and providing expert opinion and technical assistance to press, policy makers and NGOs.

*Commodity Futures Trading Commission*, Economist, Special Advisor 1996-2000

Specialized in OTC derivatives trading and clearing, and conducted economic and regulatory analyses of new proposals for futures exchanges and OTC markets. Prepared economic analyses and wrote memoranda to the Commission on the impact of derivatives trading on the economy, and the effect of regulations on derivatives markets. Created a training program to teach economics and finance to staff attorneys and accountants. Also served as the advisor to Commissioner Holum on all matters of concern to the Commission including enforcement, litigation, developments in the OTC derivatives markets, and changes in regulation and legislation.

*Hon. Joseph P. Kennedy II, U.S. Congress*, Legislative Director 1995-1996

Planned and directed legislative and policy initiatives, and wrote speeches and talking points. Served as committee staff for Banking Subcommittee on Domestic and International Monetary Policy, which focused on international financial institutions and monetary policy hearings.

***Democratic Study Group, U.S. Congress, Senior Economist 1991-1995***

Analyzed and formulated economic policy, including the budget, taxes, monetary policy, finance and international trade, for Democrats in the House of Representatives. Wrote DSG Special Reports, Legislative Reports which tracked the development of all legislation dealing with financial markets, and a weekly report tracking the current condition of the U.S. economy.

***Joint Economic Committee, U.S. Congress, Senior Economist 1990-91***

Advised Congressman David R. Obey on economic and budget policy, and wrote speeches and talking points. Provided ongoing analysis of budget, budget procedures, current economic developments, and economic policy proposals.

## **PRIVATE SECTOR EXPERIENCE**

***Citicorp Investment Bank, New York 1984-86***

Conducted economic research for Fed watching and economic forecasting. This included developing and testing econometric forecasting models, and writing a weekly report tracking developments in the economy and the Treasury securities markets.

## **ACADEMIC EXPERIENCE**

- ***Johns Hopkins University, Department of Finance 2006-present***  
Graduate courses in Corporate Governance and Financial Market Regulation.
- ***Maxwell School, Syracuse University 2006-2007***  
Graduate course in Financing Economic Development.
- ***American University 1999-2002***  
Graduate courses in Corporate Finance, Financial Market Regulation, and Macroeconomics. Also, Visiting Assistant Professor, International Trade and Finance (1989-90).
- ***Johns Hopkins University, SAIS 1995***  
Graduate courses in International Monetary Theory, Macroeconomic Theory.
- ***Columbia University, Contemporary Civilization 1986-88***  
Special faculty for teaching the core curriculum on the history of Political Philosophy.
- ***City University of New York, Baruch College 1987-89***  
International Financial Markets, Corporate Finance, and International Trade and Finance.
- ***Columbia University, Graduate School of Business 1986***  
Graduate course in Microeconomic Theory.
- ***Rutgers University 1984***  
U.S. Economic History, Money & Banking, Microeconomics, and Macroeconomics.
- ***University of Maryland, Munich, Germany 1981-82***  
Lecturer, Macroeconomics and Microeconomics.

## **PUBLICATIONS & MANUSCRIPTS**

- “Outbreak: US Subprime Contagion.” *Finance & Development*, June 2008, Volume 45, Number 2.
- “Over The Counter Markets: What Are They?” *Finance & Development*, June 2008, Volume 45, Number 2.
- “Subprime: Tentacles of a Crisis,” *Finance & Development*, December 2007, Volume 44, Number 4.
- “Derivatives Markets in Brazil,” with Stephany Griffith-Jones (*forthcoming*) working paper for ECLAC and Special Policy Report of the Financial Policy Forum.
- “Lessons From Recent Stock Market ‘Corrections’,” G24 Policy Brief No. 8 ([www.g24.org](http://www.g24.org)).
- “Hedge Fund Regulation,” G24 Policy Brief No. 5 ([www.g24.org](http://www.g24.org)).
- "Derivatives Markets in Chile and Brazil" with Stephany Griffith-Jones, April 2006, working paper for ECLAC and Special Policy Report 14 of the Financial Policy Forum.
- “Industrial Loan Banks: Regulatory Loopholes As Big As A Wal-Mart,” March 2006. Special Policy Report 13 of the Financial Policy Forum ([www.financialpolicy.org/dscreports.htm](http://www.financialpolicy.org/dscreports.htm))
- “Up From Sin: A Portfolio Approach to Salvation,” with Shari Spiegel. 2004. Technical Working
- Paper for the G-24 ([www.g24.org](http://www.g24.org)) and Special Policy Report 9 of the Financial Policy Forum ([www.financialpolicy.org/dscreports.htm](http://www.financialpolicy.org/dscreports.htm)).
- “Credit Rating Agencies: Their Impact on Capital Flows to Developing Countries.” Chapter 2 in Rajeshwer, Ch and Sharath Jatur (ed.s), *Credit Rating Agencies: Emerging Issues*, ICAFI Press, India (ISBN 81-7881-582-6). Also, Special Policy Report 6 of the Financial Policy Forum ([www.financialpolicy.org](http://www.financialpolicy.org)).
- “Consequences of Liberalizing Derivatives Markets,” Initiative for Policy Dialogue Working Paper, and forthcoming in Joseph Stiglitz and Jose Antonio Ocampo (editors), *Capital Market Liberalization and Macroeconomic Overview*, Oxford University Press, 2005.
- “Protecting Developing Economies From Price Shocks.” In Anya Schiffrin and Svetlana Tsalik (editor), *Covering Energy and Development: A Reporter’s Handbook*, Open Society Institute and Initiative for Policy Dialogue, *forthcoming* 2004.
- “Derivatives Markets: Sources of Vulnerability in U.S. Financial Markets,” forthcoming in *Financialization and the World Economy*, Edward Elgar Publishers, 2005. Also Political Economy Research Institute Working Paper, 2001 ([www.financialpolicy.org/fpfspr8.pdf](http://www.financialpolicy.org/fpfspr8.pdf)).
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- "Derivatives." In Anya Schiffrin and Amer Bisat (editors), *An Introduction to Writing About International Economic News*. Columbia University Press, New York, 2004.

- "Derivatives, The Shaper of International Capital Flows, and the Virtue of Prudential Regulation." In Ricardo Ffrench-Davis and Stephany Griffith-Jones (editors), *From Capital Surges to Drought*, Palgrave Macmillan Publishers, New York, 2003. Also published as UNU/WIDER Discussion Paper 2002-93.
- "Lessons for Tobin Tax Advocates: The Politics of Policy and the Economics of Market Microstructure." In Jim Weaver and Randall Dodd (editors), *Debating the Tobin Tax*. New Rules for Global Finance, Washington, D.C., 2003.
- "Should the government do more to regulate financial markets?" *Wall Street Journal's* "Classroom Edition" and Prentice Hall classroom textbook.
- Review of "Pipe Dreams." *Challenge*, (July-August) 2003.
- "The Structure of OTC Derivatives Markets," *The Financier*, Vol.9, Issue 1-4, 2002.
- "Sovereign Debt Restructuring," *The Financier*, Vol.9, Issue 1-4, 2002.
- "Improving Financial Markets: Regulatory Proposals to Dampen Disruptions and Deter Distortions." In *After Neoliberalism*, a collection of papers presented at the New Rules for Global Finance conference, Washington, D.C., May 2002.
- "Untangling Enron: The Reforms We Need." *Challenge*, (March-April), 2002.
- "The Role of Derivatives in the East Asian Financial Crisis." In Lance Taylor and John Eatwell (editors), *International Capital Markets: Systems in Transition*. Oxford University Press (2003). Also published in *The Financier*, Vol.7, Issue 4, 2001.
- Review: *Maestro* by Bob Woodward. *Challenge*, (May-June), 2001.
- The Economics and Regulation of Clearing and Clearing Houses in OTC Derivatives Markets, memo to the Commodity Futures Trading Commission's Off-Exchange Task Force. 1996. DSG Special Reports, U.S. House of Representatives (numerous reports on the state of the economy, international trade, income distribution, and Treasury debt management.). 1991-1995.
- Review: *Peddling Prosperity* by Paul Krugman, *Challenge*, (Sep-Oct). 1994.
- The Rise of Syndicated Eurocredits in North-South Lending, Working Paper, Dept. of Economics, American University. 1989.
- Greider's Secrets of the Temple, *Challenge*, (May-June). 1988.
- Politics of International Debt, *Challenge*, (May-June). 1987.
- Salvaging the Banking Crisis, *Challenge*, (March-April).1987.
- Off The Books, *Challenge*, (Nov-Dec). 1985.

- L'Economie Souterrain et Evasion Fiscale aux Etats-Unis, *Revue Francaise de Finance Publique* :1984.

## SEMINARS & LECTURES

- “Financial Investment in Energy Markets,” presentation to conference on the subject, Joint OPECEU high-level Workshop on the Impact of Financial Markets on Crude Oil Prices, Vienna, December 5, 2006.
- "Derivatives, Inventories and Volatility in Energy Markets," LSU Center for Energy Studies, Energy Summit, October 25, 2006 and NARUC annual meetings, Miami, November 14, 2006.
- Prudential Regulation and Financial Stability in Developing Countries, German Ministry for Economic Cooperation and Development, Berlin, Oct 19, 2006 and W.E.E.D. conference, Berlin, November 30, 2006.
- Chile's Derivatives Markets, seminar at IMF's International Capital Markets Division, October 5, 2006.
- Testimony before the Department of Labor, Employee Benefit Security Administration, Advisory Council on Employee Welfare and Pension Benefit, September 20, 2006.
- Consequences of Derivatives Markets for Financial Stability in Developing Countries, Initiative for Policy Dialogue, Manchester, UK, June, 2006.
- “The Role of Regulation in Creating and Shaping Derivatives Markets,” New School University, April 11, 2006.
- Testimony before the Federal Deposit Insurance Corporation, April 11, 2006. “Lessons from the US for National Development Banks,” Presentation to the United Nations, Office of Financing for Development, December 2, 2005 and again in Lima, Peru in 2006.
- “Mechanisms for Managing Systemic Risk,” Presentation to the United Nations, Economic and Social Council, October 13, 2005.
- Pension Fund Investment in Derivatives and Hedge Funds, annual ASSA Conference, Philadelphia September 2005.
- “Promoting Local Currency Debt Markets,” Presentation to the World Economic Forum, Consultation on Financing for Development, New York City, June 22, 2005.
- The Accounting and Tax Treatment of Employee Stock Options. Presentation to Tax Economists Forum, Washington, D.C. May 26, 2004 and to FPF Briefing on April 19, 2004.
- Derivatives and the Virtue of Prudential Regulation. Presented to task force on Capital Market Liberalization of the Initiative for Policy Dialogue, Barcelona, Spain, June 2003.

- The Derivatives Challenge to Reducing Control Fraud. Presented to conference at the LBJ School of Public Affairs, University of Texas, April 28, 2003.
- Controlling Volatility and Encouraging Liquidity. Presentation to the 20<sup>th</sup> Annual ELCON/PGC
- Seminar *Coping with Uncertainty and Volatility: The Energy Manger's Dilema*. Arlington, Virginia, October 11, 2002.
- Market Surveillance in OTC Markets. Presentation to Federal Energy Regulatory Commission conference on Market Monitoring Metrics Standardization, Washington, D.C. October 2, 2002.
- The Benefits of Prudential Regulation of Energy Derivatives Markets. Presentation to Platts FERC as Market Monitor Seminar. Washington, D.C., October 1, 2002.
- Derivatives and Liberalizing Developing Country Financial Markets. Presentation to the Capital Market Liberalization Task Force of the Initiative for Policy Dialogue. Columbia University, New York City, September 19, 2002.
- Testimony before the U.S. Senate, Committee on Agriculture, on the need to regulate OTC Energy Derivatives. July 10, 2002.
- 
- Tax Havens, Money Laundering Using Derivatives and Special Purpose Entities. Presentation to Business Council of ECAAR, New York City, May 8, 2002.
- Analysis of the Collapse of Enron the Role Played By Derivatives. Presentation to CEPA, New School, New York City, May 7, 2002.
- *Derivatives Markets: Sources of Vulnerability to the U.S. Economy*. Presentation to the Political Economy Research Institute, University of Massachusetts. December 2001.
- *Derivatives and International Capital Flows*. Presentation to UN/WIDER in Helsinki, Finland. October 2001.
- *Roads, Aqueducts and Sewers: Prudential Regulations for Financial Markets*. Presentation to the North-South Institute, Ottawa. October 2001.
- *New Approach to Financial Market Regulation*. Presentation delivered to Seminario-Taller: La Nueva Arquitectura Finaciera Internacional Y Desafios Para La Sociedad Civil De America Latina,” Lima, Peru. September 6-8, 2000. Also to the Department of Economics, American University, February 21, 2001, the Economic Policy Institute, March 4, 2001, and the Western Economic Association, July 7, 2001.
- *The Decline of the Treasury Securities Market and the Rise of Interest Rate Swaps*. Presentation to the Economic Policy Institute, November 2000.
- *The Role of Derivatives in the East Asian Financial Crisis*. Presentation delivered to the staff of the Commodity Futures Trading Commission, Washington, D.C., February 1999. Also to the Department of Economics at American University, the Economic Policy Institute, and the Office of Chief Economist at the Inter-American Development Bank.

- *The Clinton Recovery: A Comparison of Post-war Business Cycles*. Presentation delivered to the Economic Policy Institute, 1999 and updated in 2000, and the AFL-CIO's Department of Economic Research, 1999.
- *The Clearing Process in OTC Derivatives Markets*. Briefing to the staff of the Commodity Futures Trading Commission, Washington, D.C. 1998.
- *Threats and Policy Responses to the Financial Strength of the Social Security System*. Presentation to the National Issues Forum, Poughkeepsie, New York. 1997.
- *The History and Economics of Regulation of U.S. Derivatives Markets*. Annual lecture to Drew University. 1996-2001.
- *Theoretical Foundations of Congressional Democratic Approach to Economic Policy*. Congressional Research Service, Library of Congress Seminar. 1994.
- *Congressional and Executive Branch Role in Monetary Policy*. Lecture given to Washington Semester Program of the American University. 1993
- *Liberal and Conservative Foundations of Economic Policy*. Lecture given to Washington Semester Program of the American University. 1992.
- *The Political-Economic Theory of Adam Smith*. Columbia University, Contemporary Civilization Faculty. 1986.
- *The Impact of Market Risk on the Debt Crisis in Developing Countries*. Presentation to the Department of Economics, Rutgers University. 1984.
- *Conflicts in U.S. Monetary Policy; and The History of the Social Security System in the U.S.* Two lectures presented to the Senior Seminar, Bavarian Government, Germany. 1982.

## REFERENCES

### POLICY

- Federico Galizia, MCM Department, IMF 202 623 8721
- Paul Architzel Paul.Architzel@alston.com
- Alston & Bird LLP 202 756 3492
- Former Chief Counsel, Division of Economic Analysis, CFTC
- Scott Lilly 202 682 1611
- Center for American Progress
- Former Executive Director, Democratic Study Group
- Hon. David R. Obey 202 225 3365
- U.S. House of Representatives, Chair of Appropriations Committee
- Former Chair of Joint Economic Committee

### ACADEMIC

- Prof. Graciela Chichilnisky (Dissertation sponsor) 212 678 1148
- Columbia University, Economics Department 917 318 4360 mobile
- Prof. Duncan Foley (Dissertation advisor) 212 229 5901
- New School University

**Randall Dodd**  
**Senior Financial Sector Expert, International Monetary Fund**  
**640 East Capitol Street, NE**  
**Washington, D.C. 20003**  
**202 486 3131 or rodd@imf.org**

# **Recommendation for Deputy Assistant Secretary at Treasury For Energy and Environment**

**David W. Reed**  
**Director, Macroeconomics Program Office**  
**&**  
**Vice President for Multilateral Institutions, World Wildlife Fund (WWF)**

**REFERENCES :** Bruce Babbitt, Former Secretary of the Interior and Governor, Arizona

William Reilly, Former Administrator Environmental Protection Agency and co-chair, National Commission on Energy Policy

Carter Roberts, President and CEO, WWF-US

**EDUCATION :** Ph.D. in Political Economy of Development, Institut d'Études du Développement, University Geneva, Switzerland (1999).

Post Graduate Research Degree, Sociology of Development, Institut d'Études du Développement, University of Geneva, Switzerland (1978).

M.A. in Development Studies, Institut d'Études du Développement, University of Geneva, Switzerland (1976).

B.A. in Political Science, Beloit College, Wisconsin, (1970).

**SPECIALIZATIONS:** Climate change finance; International financial architecture for the environment; Innovative environmental financial instruments; Analysis of impacts of economic policy (trade, structural and sector reforms, infrastructure) on the environment and the poor; Mainstreaming the environment into development policy and practice.

**PROFESSIONAL EXPERIENCE:**

**EMPLOYMENT HISTORY:**

- *Director, Macroeconomics Program Office and Vice President for Multilateral*

***Institutions, World Wildlife Fund (WWF), Washington, D.C. (February, 1989 - present):*** Designed and directed multiple programs to analyze the environmental and social impacts of economic development policies of the World Bank Group, regional development banks, agencies of the UN development system and bilateral development agencies. Developed and managed ground-breaking initiatives in support of global climate negotiations and emerging carbon markets including: *Designing a Wholesale Financial Mechanism for a Global Climate Treaty; Developing a Terrestrial Carbon Measurement, Monitoring and Management Protocol; New Finance for Climate Change and the Environment.* Pioneered development and application of financial mechanisms, including debt-for-nature swaps and payment for ecosystem services, to finance environmental protection. Designed and managed programs to mainstream environmental and social issues into the policies and practices of international institutions on the following themes:

- Macroeconomic and sector lending operations of the World Bank
- The Global Environment Facility (1991) and the European Bank for Reconstruction and Development (1990)
- Greening the UN and European Commission Systems of National Accounts
- Trade liberalization and its impact on rural ecosystems
- Environmental scarcity and social conflict
- Infrastructure development and the environment
- International financial architecture for the environment

Through these policy initiatives and accompanying publications, established WWF as a strong voice on global economic issues with decision makers, development agencies, foundations, academic institutes, and civil society organizations in developed and developing countries. Responsibilities also included: raising financial resources through partnerships with the World Bank, GEF, bilateral agencies (such as DFID, SDC, DGIS, CIDA, Sida, European Commission, GTZ, BMZ, AFD, Norad, Finnaid) and private foundations; testifying before Congress; representing the WWF Network at many international venues; providing training on policy matters to the WWF Network; and managing program staff.

- ***Project Leader, Public Private Partnership, The Global Environment Facility (GEF), Washington, D.C. (September 2006 - June 2007):*** Seconded by WWF to the GEF to oversee creation of GEF's Public Private Partnership (PPP) to launch the GEF's engagement with private sector partners. Reporting directly to the GEF CEO, responsibilities included designing investment platforms, negotiating initiatives with the private investors, coordinating relations with GEF implementing agencies, and securing private sector financial commitments of no less than \$30M by June 2007.

- ***Executive Director, Coalition for a New Foreign Policy, Washington, D.C. (March, 1986-August, 1988):*** Served as Chief Executive Officer of this national foreign policy organization representing over 60 national religious and human rights organizations including the National Council of Churches, National Conference of Catholic Bishops and American Friends Service Committee. Managed professional staff of 12, directed fundraising activities, supervised financial management. Coordinated national lobbying activities to demilitarize U.S. involvement in Central America and southern Africa and to promote reduction in the U.S. nuclear arsenal. Directed national educational campaigns and supervised congressional lobbying activities to promote diplomatic solutions to regional conflicts in the developing world. Coordinated relations with Congress, diplomatic community, and Washington-based policy experts.
- ***Program Officer, Andean Region, Appropriate Technology International, Washington, D.C. (March, 1984-March, 1986):*** Developed and monitored financially viable, small- and medium-sized enterprises in the Andean region of South America. Conducted financial studies of rural and urban-based enterprises, reviewed and developed marketing and product diversification strategies, assisted management and development of local enterprises, assessed social impact of proposed enterprises, and supervised project implementation. Obtained technical and financial resources from both public and private institutions to ensure financial success of these emerging enterprises.
- ***Trainer, Consultant, and Writer, Washington, D.C. (June, 1978- March, 1984):*** Developed leadership training programs for dozens of local and national educational organizations including: Communications Foundation for Asia (Manila, Philippines); Institute for Development Studies (Geneva, Switzerland); Barrio Education Project (San Antonio, Texas); National Council of Churches (New York). Conducted research programs and developed guidelines to evaluate economic and educational programs of international and national organizations including: evaluation design of World Bank rural educational program in Paraguay; Peasants' Economic Development Council of Acora (Puno, Peru); National Council of Churches (New York). Wrote two books, *Evaluating Community Organizing in the Philippines*, and *Education for Building a People's Movement*, evaluating the effectiveness of community-based education programs in developing countries, Europe, and the United States.
- ***Program Coordinator, Institute for Cultural Action (IDAC), Geneva, Switzerland, (June, 1973-June, 1978):*** Designed and conducted over 50 training and educational programs in Latin America, Africa, North America and Europe. Based in Geneva, this international non-governmental organization was created to enhance community-based educational programs in developing countries, Europe and North America and to support emerging governments in Africa. Developed educational programs for: public school system in southern Texas; the Toronto Board of Education; vocational training programs in Sweden and Switzerland;

teachers in U.S., Canada, and Europe; and entrepreneurs starting businesses in rural Latin America.

- **Regional Program Director, Puno , Church World Service, Peru, (May, 1971-June, 1973):** Directed a rural development program providing reforestation, economic development and health care services to peasant communities on the Peruvian *altiplano* with resources provided by the World Council of Churches. Supervised staff of 14, managed budget, coordinated fundraising and managed relations with government agencies.
- **Deputy Director, Earthquake Program , Church World Service, Peru, (June, 1970-May, 1971):** Coordinated activities of 32 employees involved in reconstructing dams, irrigation systems, schools, roads and bridges destroyed in June 1970 earthquake. Managed program budget, conducted social impact and technical feasibility studies.
- **Legislative Intern, Hon. Joseph Tydings, Washington, D.C. (January - June, 1967):** Conducted research on ABM Treaty and environmental issues (atmospheric pollution, Chesapeake Bay), organized several campaign trips in Maryland and wrote articles for the Congressional Record.

## MAJOR PUBLICATIONS:

### Books

- |             |  |
|-------------|--|
| 2006        | <b><u>Escaping Poverty's Grasp: The environmental foundations of poverty reduction</u></b> , Earthscan, London, 2006.  |
| 2001        | <b><u>Economic Change, Governance &amp; Natural Resource Wealth: The political economy of change in southern Africa</u></b> , Earthscan, London, 2001.                                   |
| 1996        | <b><u>Structural Adjustment, the Environment, and Sustainable Development</u></b> (Editor and principal author), Earthscan, London, 1996. Translated into Mandarin, French, and Spanish. |
| 1992        | <b><u>Structural Adjustment and the Environment</u></b> (Editor and principal author), Earthscan, London, 1992. Translated into Mandarin.  |
| 1991 & 1993 | <b><u>The Global Environment Facility: Sharing Responsibility for the Biosphere</u></b> , Vols. I & II. WWF, Washington, D.C., 1991 and 1993.  |

## ARTICLES, MONOGRAPHS, AND BOOK CHAPTERS:

- 2006** Changing the Political Economy of Poverty and Ecological Disruption, Washington, WWF, 2006.
- 2004** Developing and Applying Poverty Environment Indicators, WWF, Washington, 2004.
- 2004** Analyzing the Political Economy of Poverty and Ecological Disruption, Washington, WWF, 2004.
- 1990** European Bank for Reconstruction and Development: An Environmental Opportunity, WWF, Washington, 1990.

**LANGUAGE SKILLS:**

Spanish: Read, speak, and write fluently  
French: Read, speak fluently  
Portuguese: Read

**David W. Reed, PhD**  
**Director, Macroeconomics Program Office**  
**&**  
**Vice President for Multilateral Institutions, World Wildlife Fund (WWF)**  
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# **Recommendation for U.S. Executive Director at International Monetary Fund**

**Shari Spiegel**  
**Principal, New Holland Capital**  
**&**  
**Senior Policy Fellow**  
**The Initiative for Policy Dialogue**  
**Columbia University**

**REFERENCES:** Carolyn Maloney, U.S. Congresswoman  
  
Joseph E. Stiglitz, Professor, Columbia Business School

**EDUCATION:** MA in Economics, Princeton University (1987)  
Completed coursework for the economics PhD program  
  
BA in Economics and Mathematical Methods in the Social  
Sciences, Northwestern University (1984)

**SPECIALIZATIONS:** Capital market development, international capital flows and  
finance, sovereign debt issues, macroeconomics, and policy  
reform.

**PROFESSIONAL EXPERIENCE;**

**EMPLOYMENT HISTORY:**

- ***Principal, New Holland Capital LLC, New York, NY (Since May 2007):*** New Holland Capital (NHC) advises ABP (the Dutch Civil Servants Pension Fund) on its hedge fund and alternative investments. ABP is a signatory to the UN Principles for Responsible Investment, and one of NHC's goals has been to better align the incentives of hedge fund managers with those of long-term investors by constructing innovative fee structures. As Principal and Senior Portfolio Manager, looks for new opportunities, manages fund relationships, develops fees structures and negotiates terms, and analyzes asset allocation and risk models within the context of the current economic environment. While all portfolio managers are considered generalists, main area of expertise is in emerging markets.

- ***Senior Policy Fellow (Since May 2007,) Director/Executive Director (2002-2007), Initiative for Policy Dialogue, Columbia University, New York, NY:*** The Initiative for Policy Dialogue (IPD) is a network of more than 200 leading economists, political scientists, and practitioners from developed and developing countries dedicated to helping developing countries explore and analyze policy alternatives. In 2002 was hired as the Director of IPD to help institutionalize IPD, and was promoted to Managing Director and then Executive Director. Working directly with IPD President, Nobel Laureate Joseph Stiglitz, was actively involved in policy discussions in dozens of countries with Presidents, Prime Ministers, Members of Parliament, Finance Ministers, Central Bank Governors, as well as Civil Society groups. Worked on substantive issues on all IPD country and task force programs, including country programs in Colombia, Moldova, and Brazil, and task forces on topics such as financial markets reform, macroeconomics, and the governance of globalization. Helped to broaden the IPD network to include economists and policymakers with a wide range of views in an effort to stimulate a robust debate on the issues. Responsible for the overall development and management of IPD, including managing the staff at Columbia, launching an IPD book series and website, and fundraising. In addition, helped found the IGERT International Development and Globalization Program at Columbia University to bring together graduate students from across academic disciplines in an effort to broaden the next generation of development scholars. As Senior Policy Fellow, has continued to work with IPD on issues of sovereign debt, macroeconomics, finance, and global governance, and have remained a co-director of IPD's task force on Sovereign Debt
- ***Lecturer, School of International Affairs, Columbia University, New York, NY (2003 - 2006):*** Co-taught an IPD Workshop course with Joseph Stiglitz. Developed and taught a new graduate-level course entitled *Alternative Perspectives in Development*, which was routinely oversubscribed to by students from SIPA, the Business School, and the Law School.
- ***Director, Senior Portfolio Manager, Fixed Income Emerging Markets, Lazard Asset Management, New York, NY (1995-2002):*** Managed the emerging market debt portfolio for Lazard Asset Management, and developed a unique strategy of a diversified local currency fund, which was launched in conjunction with the IFC. The fund, which invested in domestic capital markets, was launched with assets of \$10 million and grew to \$1 billion during her tenure. My work concentrated on analysis of macroeconomic policies, capital market development, debt management, FX policies, trade flow analysis, relative value analysis, and risk measurement across Latin America, Eastern Europe, Africa, and Asia. Managed a team of analysts and traders, maintained client relationships, wrote monthly and quarterly client letters, traveled extensively throughout the developing world, and advised Lazard groups and clients on emerging market issues.

- ***Co-Founder, CEO and CIO, Budapest Investment Management Company, Budapest Bank Group, Budapest, Hungary (1992-1994):*** Helped to launch the asset management subsidiary of Budapest Bank, and served as both its CEO and CIO. This was the first asset management company in Hungary to launch domestic investment funds that raised money locally and invested in the local market. As such, worked with government agencies to help interpret/develop a legal and regulatory framework, with the goal of protecting investors. During tenure, company's funds maintained the highest rate of return of all Hungarian investment funds, with the largest assets under management.
- ***Foreign Adviser and Head of Investment Department, Budapest Bank, Budapest, Hungary (1992):*** Worked directly with Lajos Bokros, CEO of Budapest Bank, and Judit Toth, Deputy CEO, on restructuring and managing Budapest Bank's investment portfolio, and launching BIMC.
- ***Foreign Adviser, Capital Markets Division, The National Bank of Hungary (the Hungarian Central Bank), Budapest, Hungary (1991):*** Invited to Hungary to teach at the International Training Centre for Bankers and to work as an adviser to Lajos Bokros when he was at the Hungarian Central Bank. Helped develop capital market legislation and regulations, worked on domestic debt management and issuance, developed an FX valuation model for the Hungarian Forint, and helped pioneer the idea of an international bond issue with attached "going public warrants" linked to privatized companies.
- ***Lecturer, International Management Center, Budapest, Hungary (1992-1993):*** Lecturer on Eastern European economies for visiting US MBA students.
- ***Lecturer and Course Organizer, International Training Centre for Bankers, Budapest, Hungary (1991-1993):*** Lecturer on finance and capital markets.
- ***Cross-currency Interest Rate Swap Trader, Citibank North American Investment Bank, New York, NY (1990):*** Worked on the derivatives trading desk at a time when the market for cross currency interest rate swaps and swaptions was first developing. Started out by helping re-formulate the yield curve model used by the desk, and then began trading the Aussie and Canadian dollar and Swiss Franc books.
- ***Research Associate, Fixed Income Research, Citibank North American Investment Bank, New York, NY (1988-1990):*** Developed econometric models to estimate floating rate indices, implemented models to evaluate and build Mortgage Backed Securities (MBS), and wrote weekly and monthly fixed income newsletters on the MBS market.
- ***Credit Analyst, Drexel Burnham Lambert, New York, NY (1987-1988):*** Specialized in financial institutions. Advanced to senior bank analyst within six

months

## CONSULTANCY SERVICES:

**2007**                      **World Bank Group**, Global Emerging Markets Local Currency Bond Program (GEMLOC)

Hired to give advice to GEMLOC, a World Bank program designed to support the development of local currency bond markets and to increase their investibility. Contributions included advice on valuation, risks, implementation, local market operational issues, the GEMX index, and the developmental impacts of the program.

**2005**                      **United Nations, Department of Economics and Social Affairs**

Hired as a contributor and reviewer for the World Economic and Social Survey, focusing on international capital flows, external debt, and systemic issues.

Numerous speaking engagements, including at the UN, UNDP, UNICEF, The Inter-American Development Bank, Columbia University IGERT Symposiums, Columbia University School of Journalism, Columbia University School of International and Public Affairs, Reinventing Bretton Woods Conferences, The Graduate Center of City University of New York, Cranbrook Art Academy, Euromoney's Latin American Forum, Salomon Brothers Annual Emerging Market Conferences, Santander Annual Emerging Market Conference, and the National Association of State Treasurers.

## RESEARCH & PUBLICATIONS:

### **Books:**

**2009**                      **Dealing Better with Developing Country Debt** co-edited with Barry Herman and Jose Antonio Ocampo, Oxford University Press.

**2005**                      **Stability with Growth, Macroeconomics for Development**, with Joseph E. Stiglitz, Jose Antonio Ocampo, Ricardo Ffrench Davis, and Deepak Nayaar, Oxford University Press.

**Book Series Co-Editor:**

- 2007**                    ***The Initiative for Policy Dialogue at Columbia*** Columbia University Press book series. Titles include:  
***Escaping the Resource Curse***, Macartan Humphreys, Jeffrey D. Sachs and Joseph E. Stiglitz (eds).  
***Privatization, Successes and Failures***, Gerard Roland (ed).

**Book Chapters and Articles:**

- 2009**                    “Excess Returns on Emerging Market Bonds and the Framework for Sovereign Debt Restructuring” in Barry Herman, Jose Antonio Ocampo, and Shari Spiegel (eds), ***Dealing Better with Developing Country Debt***, Oxford University Press.
- 2009**                    “The Case for a New International Reform Effort” with Barry Herman and Jose Antonio Ocampo, in Barry Herman, Jose Antonio Ocampo, and Shari Spiegel (eds), ***Dealing Better with Developing Country Debt***, Oxford University Press.
- 2008**                    “Macroeconomic and Growth Policies” in ***National Development Strategies Policy Notes, United Nations Publications, DESA***.
- 2008**                    “From the Washington Consensus Towards a New Global Governance” with Narcis Serra and Joseph E. Stiglitz, in Narcis Serra and Joseph E. Stiglitz (eds), ***The Washington Consensus Reconsidered***, Oxford University Press.
- 2008**                    “Capital Market Liberalization and Development”, with Jose Antonio Ocampo and Joseph E. Stiglitz, in Jose Antonio Ocampo and Joseph E. Stiglitz (eds), ***Capital Market Liberalization and Development, Ocampo and Stiglitz*** (editors), Oxford University Press.
- 2005**                    "Up From Sin: A Portfolio Approach to Salvation," with Randall Dodd, in Ariel Buira (ed), ***The IMF and World Bank at 60***, Anthem Publishers, London.

**Shari Spiegel**  
**Principal, New Holland Capital**  
**405 Lexington Avenue, New York, NY 10174**  
**&**  
**Senior Policy Fellow**  
**The Initiative for Policy Dialogue**  
**Columbia University**  
**420 West 118th Street, New York, NY 10027**  
**Email: [sharispiegel@gmail.com](mailto:sharispiegel@gmail.com)**  
**(917) 572-6594 or (212) 600-9226**

# Recommendation for U.S. Executive Director at the World Bank

**Barbara Shailor**  
**Director, International Department, AFL-CIO**

**REFERENCES:** John Sweeney, President, AFL-CIO  
Juan Somavia, Director General, International Labor Organization  
Mary Robinson, Council of Women World Leaders

**EDUCATION:** MS in Organizational Development, American University, (2008)  
Studies in English and Political Science, Ohio State University,  
(1967)

## **PROFESSIONAL EXPERIENCE:**

### **EMPLOYMENT HISTORY:**

- ***Director, International Department, AFL-CIO, Washington, D.C. (1996 – Present):*** Serves as Senior Advisor to the President and International Affairs Committee of the AFL-CIO with responsibilities for:
  - Developing foreign and international policy positions and representing the AFL-CIO on issues including labor rights in the global economy, trade and development issues, international trade union coordination, ILO Decent Work initiatives, and engagement with USG on international labor policies.
  - Counseling and coordinating The American Center for Labor Solidarity with 32 offices abroad and programs in 60 countries including; engagement with USAID, Department of State, Department of Labor and the international financial institutions. Created path-breaking initiatives on labor rights programs in Cambodia, Jordan, Iraq, Liberia, and Brazil. Direct legislative strategy for support of the Center.
  - Managing global relations with International Financial Institutions, the International Labor Organization, foreign governments, trade unions and NGO's
  - Staffing the World Commission on the Social Dimension of Globalization

- Staffing the Trade Union Advisory Committee to the Organization of Cooperation and Development (OECD)
  - Initiating the United States Presidential Commission on Labor Diplomacy and staffing the development of reports and charters for the US government on labor programs.
  - Creating and organizing major initiatives on human, women's and labor rights, decent work, climate change, labor diplomacy, transatlantic engagement and global labor organizing.
  - Organizing the largest and unprecedented gathering of international labor leaders, in the United States on International Human Rights Day (December 10, 2007) to develop strategies to address worker rights and growing inequality in global economy and testify in Congress on conference findings.
  - Organizing the G-20 labor leaders engagement with the World Bank, International Monetary Fund, G-20 Heads of States and President Elect Obama's transition team.
  - Initiating the Global Unions Committee on Workers Capital (\$10 trillion of global workers pension funds) to; educate and build capacity for union pension trustees, develop policies on corporate and financial market regulation and governance, review principles for responsible investment and share best practices.
- **Director, International Department, International Association of Machinists and Aerospace Workers, Washington, D.C. (1976 – 1996):** Served as senior advisor to the President for Global Relations, Trade and International Development including: Developing international policy positions and representing the IAM on issues including labor rights in the global economy, trade and development issues, international trade union coordination, and engagement with USG on international labor policies. Representing the organization to the International Metal Workers Federation (IMWF), the Export Import Bank, Overseas Private Investment Corporation (OPIC), the Department of State and Labor and various advisory committees
  - **Special Assistant to the President, International Department, International Association of Machinists and Aerospace Workers Washington, D.C. (1988 – 1992):** Relations with external organizations.
  - **Assistant Director, Organizing Department, International Department, International Association of Machinists and Aerospace Workers, Washington,**

*D.C. (1980 – 1988):* Responsibilities for major trade union organizing initiatives and developing educational curriculum for union membership.

- *Assistant Director, Legislative Department, International Department, International Association of Machinists and Aerospace Worker, Washington, D.C. (1976 – 1980):* Developing and executing congressional strategies for the union membership on energy, tax and economic policy. Forging alliances and coalitions between citizen, religious, environmental, academic and civil rights organizations on a wide range of issues affecting workers and their families.
- *Field Director, Energy Action Washington, D.C.,(1975 – 1976):* Coordinating strategic campaigns on issues including energy regulatory policy on natural gas and oil industry divestiture.
- *Presidential Campaign Senior Staff, Senator Fred Harris, Washington, D.C. (1972 & 1975):* Director of Advance Operations.

**PROFESSIONAL MEMBERSHIP ORGANIZATIONS AND BOARDS:**

- Council on Foreign Relations
- German Marshall Fund Board
- International Rescue Committee Overseers Advisory Board
- American Center for Labor Solidarity Board
- Franklin and Eleanor Roosevelt Institute Overseers Board
- International Trade Union Confederation Council
- Global Reporting Initiative (Founding Board Member)

**Barbara Shailor**  
**Director, International Department, AFL-CIO**  
**815 16<sup>th</sup> Street, N.W.**  
**Washington, DC 20006**  
**202.637.5050**  
**EMAIL: [bshailor@aficio.org](mailto:bshailor@aficio.org)**

# Recommendation for Alternate Director at the World Bank

**L. Brennan Van Dyke**  
**Senior Advisor to CEO, Global Environment Facility**

## REFERENCES

Carl Levin, U.S. Senator, MI

Daniel Magraw, President and Chief Executive Officer, Center for International Environmental Law

Monique Barbut, CEO and Chairperson, Global Environment Facility

John Passacantando, Executive Director, Green Peace, US

## EDUCATION

JD, Yale Law School, (1991)

B.A., University Of University of California, Berkeley, (1988)

## PROFESSIONAL EXPERIENCE

### EMPLOYMENT HISTORY

- ***Senior Advisor to CEO, Global Environment Facility, Washington D.C. (2007-Present):*** Serves as Secretary and Legal Advisor to the Governing Body of the GEF Council. Manages effort to establish and operationalize newly-created Adaptation Fund of the Kyoto Protocol. Serves as interim Secretary and Legal Advisor to the Board of the Adaptation Fund. Provides CEO political, legal and strategic advice.
- ***Regional Director, United Nations Environment Programme Regional Office for North America, Washington D.C. (2000-2007):*** Opened and managed office. Represented UNEP to U.S. and Canadian governments, U.S. Congress, North American civil society institutions. Secured earmark in Senate appropriations bills, 2003-2006 for additional U.S. contributions to UNEP.
- ***Legislative Assistant, U.S. Senate-Office of Senator Carl Levin, Washington D.C. (1999-2000):*** Counseled Senator on development and implementation of his legislative agenda pertaining to energy, agriculture, environment, natural

resources, the Great Lakes and surface transportation. Secured millions of dollars in appropriations for Michigan projects relating to issue areas. Negotiated and drafted legislative provisions on behalf of Senator with other Senate offices, Executive Branch agencies and outside interest groups

- ***Director, Geneva Office and International Trade and Investment Program, Center for International Environmental Law, Washington D.C. & Geneva, Switzerland (1994-1999)***: Opened regional office in Geneva, Switzerland to monitor activities of World Trade Organization. Managed staff and budget of \$700,000; secured visas, work permits and tax status from Swiss government. Primary responsibility for raising \$700,000 budget. Focal areas: trade and investment liberalization, democratization of environmental decision-making, international institutions for environmental protection
- ***Adjunct Professor of Law, Washington College of Law at the American University, Washington, D.C. (1994-1998)***: Courses taught: Trade and Environment, International Institutions for Environmental Protection, Introduction to International Environmental Law
- ***Issues Director, Winter-Spring , Theodore '94 Campaign, Columbia, South Carolina, (1994)***: Wrote platforms for gubernatorial candidate, issues included crime, education, economic development

## **PUBLICATIONS**

- |             |   |
|-------------|---|
| <b>1996</b> | “Taking the Global Temperature”, <i>Crosslines Magazine</i> , (September 1996)  |
| <b>1995</b> | <b><u><i>The Use of Trade Measures in Select Multilateral Environmental Agreements</i></u></b> (1995) (co-author, editor)             |
| <b>1994</b> | “A Proposal to Introduce the Right to a Healthy Environment into the European Convention Regime”, <i>13 VA Environmental L.J.</i> 323 |
| <b>1991</b> | “Emissions Trading to Reduce Acid Deposition”, <i>100 YALE L.J.</i> 2707  |

## **PROFESSIONAL MEMBERSHIP ORGANIZATIONS AND BOARDS:**

- Center for International Environmental Law
- Center for Economic and Policy Research
- SustainUS

**LANGUAGE SKILLS:**

Proficiency in French

**PRIOR EXPERIENCE:**

- Comic Actress – performed on stage and in various nightclubs in New York, Chicago and Los Angeles

**L. Brennan Van Dyke**

Senior Advisor to CEO, Global Environment Facility

**1390 North Johnson Street**

**Arlington, VA 22201**

**Email: [bvandyke@thegef.org](mailto:bvandyke@thegef.org)**

**(703) 527-7768**

# **Recommendation for U.S. Executive Director at Inter-American Development Bank**

**Angela Sanbrano  
President**

**National Alliance of Latin American & Caribbean Communities**

## **REFERENCES:**

Honorable Antonio R. Villaraigosa, Mayor of Los Angeles.

Honorable Gilbert Cedillo State Senator, 22ND District, California  
Legislature.

Maria Elena Durazo, Executive Secretary-Treasurer, Los Angeles  
County Federation of Labor, AFL-CIO

## **EDUCATION:**

J.D. Peoples College of Law, Los Angeles, California, (1983)

BA in Psychology, Pitzer College, Claremont Colleges, California  
(1975)

## **PROFESSIONAL EXPERIENCE:**

### **EMPLOYMENT HISTORY:**

- **President, *National Alliance of Latin American and Caribbean Communities, (NALACC), (2005-Present)***: an alliance of more than 75 immigrant-led organizations across the U.S, that seeks to build transnational leadership capacity and increase immigrant civic participation, so that immigrants can advocate effectively for public policies that address the root causes of migration, as well as addressing the challenges faced by immigrants in the United States. In her role of President, Ms. Sanbrano travels throughout Latin America and the United States and participates actively in capacity building across a range of issues, including sustainable development, human development, immigration policy, and health care policy.
- ***Executive Director (1997-2007) and Acting Director Central American Resource Center (CARECEN), (1995-97)***: in Los Angeles, a non-profit agency that seeks to empower Central Americans and other Latinos by defending human and civil rights, working for social and economic justice and promoting cultural diversity. As Executive Director, stewarded the growth and diversification of CARECEN from an annual budget of \$400,000 to \$1,500,000, purchased its own building and raised over \$20 million dollars for the organization. Under her

leadership CARECEN became the largest Central American organization in the United States.

- ***Founder and Director, International Solidarity Center (CIS) (1993-1995):*** El Salvador, Central America, a non-profit agency that promotes development and democracy in El Salvador.
- ***Executive Director, Committee in Solidarity with the People of El Salvador (CISPES) (1985- 1992):*** Directed this non-profit organization that promotes peace and democracy in El Salvador and the Central American region.

#### **VOLUNTEER SERVICE:**

- Co-coordinator, ***Si Se Puede! Viva Obama Clubs (2008):*** These clubs, which operated in over sixteen cities throughout Southern California, worked to galvanize statewide voter mobilization in the Latino community for President-Elect Obama.
- Member of Convening Committee, ***National Latino Congreso (2006-Present).*** Developed agenda and co-coordinated this national Latino advocacy and capacity-building process that brings together more than 500 Latino organizations, along with business leaders and elected officials to discuss a Latino agenda across a variety of issues. Lead convener of sessions on trade, international financial institutions and sustainable development in Latin America. Member of election observer team to Venezuela (2008).

#### **PROFESSIONAL MEMBERSHIP ORGANIZATIONS AND BOARDS:**

- National Council of La Raza, (NCLR);
- Coalition for a Humane Immigrant Rights of Los Angeles(CHIRLA);
- The Alliance for Better Communities of Los Angeles (ABC);
- Trustee, Hazen Foundation, a private foundation established in 1925, which seeks to assist young people, particularly minorities and those disadvantaged by poverty, to achieve their full potential as individuals and as active participants in a democratic society.

#### **PROFESSIONAL HONORS AND AWARDS:**

- |             |  |
|-------------|--|
| <b>2007</b> | Latina Lawyers Bar Association,<br>Soledad Enrichment Action, Inc.<br>Salvadoran American National Network, SANN<br>Centro de Recursos Centroamericanos, Houston, Texas. |
| <b>2006</b> | Phenomenal Women Award, Women's Studies Dept. CSUN.<br>Board Service Recognition, National Immigration Forum,<br>Washington, DC.   |

Salvadoran American Leadership and Education Fund, SALEF  
Mexican American Legal Defense and Education Fund, MALDEF

- 2005** Life Achievement Award, Mexican American Bar Association.  
Council of Latino Agencies, Washington, DC.
- 2002** Women of Hope Award, City of Hope.
- 2001** Visionary Award, Community Coalition.
- 2000** Comisión Femenil de Los Angeles.  
Chamber of Commerce, El Salvador-California.  
Outstanding Women Award KLVE, 1020 Radio, La Nueva Radio.  
Appreciation Award, Consumer Advisory Panel, Gas Co.
- 1999** National Latina Alliance.
- 1998** Hispanic Heritage Award, KCET and Union Bank of California.  
Outstanding Alumna Achievement, Peoples College of Law.  
Committee in Solidarity with the People of El Salvador, CISPES.  
Guatemala Information Agency, GUIA.  
United Honduras of Los Angeles, HULA.  
Mujeres Latinas, Santa Rosa de Lima, Maywood, CA.

***Congressional Certificates of Recognition***

Hon. Lucille Roybal-Allard  
Hon. Xavier Becerra  
Hon. Barbara Boxer  
Hon. Hilda Solis

***California State Legislature Certificates of Recognition***

Hon. Hilda Solis  
Hon. Antonio Villaraigosa  
Hon. Tony Cardenas  
Hon. Thomas Calderon  
Hon. Nell Soto  
Hon. Fabian Nunez

***Los Angeles County Board of Supervisors Certificate of Recognition***

Hon. Gloria Molina

***City of Los Angeles Certificate of Recognition***

Hon. Mayor Antonio Villaraigosa

Jackie Golberg  
Mike Hernandez

**Angela Sanbrano, J.D.**  
**President**  
**National Alliance of Latin American & Caribbean Communities**  
**526 Smoketreet Drive**  
**La Verne, CA 91750**  
**Email: [asanbrano@nalacc.org](mailto:asanbrano@nalacc.org)**  
**Tel. (323) 371-7305**

# **Recommended for U.S. Executive Director for Asian Development Bank**

**Patricia Mei-Lin Loui**  
**President, CEO and Owner, OmniTrak Group Inc.**

**REFERENCES:** Daniel K. Inouye, U.S. Senator, HI  
  
Daniel K. Akaka, U.S. Senator, HI  
  
Mr. Walter A. Dods  
BancWest Corporation (Subsidiary of BNP)  
Non Executive Chair and retired Chairman and CEO  
American Banker Association Former President

**EDUCATION:** M.S. in Asian Studies, University of Hawaii, (1974)  
  
B.S. in Journalism, Northwestern University, (1971).

**SPECIALIZATIONS:** Development communication strategies to involve communities as participants in development; economic development assistance; cross-cultural research and marketing services for private and public sector clients operating in the Asia-Pacific region; stakeholder needs assessments and strategies to ensure consensus-based decision-making in community development.

## **PROFESSIONAL EXPERIENCE:**

### **EMPLOYMENT HISTORY:**

- ***President, CEO and Owner, OmniTrak Group Inc., Hawaii, (1984-Current):***  
The OmniTrak Group is a 35-employee international research and marketing firm founded in 1981 by Ms. Loui, with corporate headquarters in Honolulu, Hawai'i. She joined it full-time in 1984 as Chairman and Chief Executive Officer. OmniTrak conducts business in more than 10 countries in the Asia/Pacific region, specializing in cross-cultural market research to help American multinational corporations better understand and profitably compete in the Asia market. In Hawai'i it is known for assessing needs of stakeholders in government and private sector development and for strategizing communications strategies to involve impacted communities. Major clients include BNP Paribas (Banc Nationale Paribas), The Walt Disney Company, General Motors, DFS Group Ltd., the James

Campbell Company (developer of the new city of Kapolei), HMSA (a Blue Shield-Blue Cross company), The Nature Conservancy, Hawai'i Tourism Authority, RJR, Unilever, Broken Hill Petroleum (Australia).

○ ***Multi-National Research in Asia:***

- For General Motors, OmniTrak conducted innovative country image research in Shanghai, Beijing and Chengdu to help GM determine its brand and product entry strategy in China. OmniTrak also helped GM understand its competitive position in the Japan market and launch its Saturn brand there.
- An automotive parts study provided an American automotive manufacturer with trade intelligence from 12 countries including India, ASEAN, and East Asia.
- For the Walt Disney Company, OmniTrak conducted brand equity studies in 10 Asian countries, briefing the findings to CEO Michael Eisner and top executives at their annual “State of the Brand-Asia” summit.
- For DFS Group Ltd. (formerly Duty Free Shoppers), the world’s largest travel retailer, OmniTrak has analyzed cultural differences in purchasing habits and preferences of tourists visiting 11 destinations in the Asia-Pacific region.
- To help The Nature Conservancy (Asia-Pacific region) protect natural reefs in the Pacific Islands and Coral Triangle, OmniTrak designed public opinion research in China, Hong Kong and Taiwan to assess attitudes toward live fish consumption; how consumer demand in Greater China is encouraging destructive fishing methods in coral reefs; and awareness and interest in supporting regional reef/ marine conservation and sustainability efforts.

- ***Community Needs Assessments:*** In Hawai'i, America's most ethnically diverse state, OmniTrak's expertise includes community needs assessments for government and the private sector. It has undertaken these for large-scale rural development projects; for the relocation of government services closer to the communities it serves; for the sustainability of parks and natural resources; for the Akaka Bill giving recognition to Native Hawaiians; for unions, and other clients. For the development of the James Campbell Company's new City of Kapolei, Hawai'i, Ms. Loui has assessed the needs of impacted communities and developed strategies to ensure stakeholder feedback on a consistent basis, giving the new city developed out of former sugar cane fields record ratings on community responsiveness.

- ***Entrepreneurship:*** With her Thai East-West Center (EWC) classmate and another Singaporean partner, Ms. Loui co-founded Acorn-OmniTrak, a leading market research agency located in Bangkok, Thailand. The office was opened by then Communications Minister Supatra Masdit, another EWC classmate. After building up the business over ten years, she and her Thai partner sold their interest to their Singaporean partner.
- ***Vice President and Director of Market Planning and Development, Bank of Hawai'i, Hawai'i,(1979-1983):*** Ms. Loui served as the youngest and (at the time) one of only three female vice presidents of Bank of Hawai'i, a NYSE-listed, Pacific Rim regional bank with US\$15 billion in assets and an outstanding performance record based on the Keefe Bruyette and Woods peer bank index. She reported to the corporation's Executive Vice President. The department Ms. Loui managed was responsible for marketing planning, product development, market segmentation, electronic delivery systems (ATMs), research, and corporate and investor communications. Ms. Loui's department also managed shareholder communications and legal/regulatory communications, including working with the bank's SEC attorneys; and developed investor relations presentations for top management. As part of her electronic delivery system portfolio, Ms. Loui had joint responsibility for securing Bank of Hawai'i's charter membership in the then-emerging PLUS system, and negotiating Japan as part of Bank of Hawai'i's territory. She served as the first woman Board member on the international PLUS System, representing Bank of Hawai'i as an alternate. Bank of Hawai'i's lending portfolio included projects in Japan, Korea, Taiwan and the Pacific Islands, where it had established offices. Ms. Loui managed corporate communications for the International Division & developed lending strategies to high net worth, Asia-Pacific nationals living/working in Hawai'i. She was responsible for developing and launching money market accounts and a Private Financial Services Division for these targeted high net worth residents which continues to be an important profit center for the bank. Since leaving the Bank of Hawai'i to start OmniTrak, Ms. Loui continues to consult with the financial services industry. Clients include her former employer, Bank of Hawai'i, as well as BNP (Banc Nationale Paribas) and Citicorp (through the Thai office of Acorn-OmniTrak Marketing & Research).

## **CONSULTANCY SERVICES:**

**1989-2007**

### **ADB-Related Projects**

In 1989, Ms. Loui organized with Dr. Seiji Naya, former Chief Economist of the Asian Development Bank and Director of the East West Center's (EWC) Resource System Institute, an EWC regional seminar in Jogjakarta, Indonesia, to review and discuss the

importance of resource sustainability in economic development. Government officials, academicians and NGOs from Indonesia, ASEAN, the Middle East and the U.S. discussed energy, mineral and biological sustainability. Ms. Loui developed the seminar's prospectus and helped achieve joint funding from the Indonesian government's Lembaga Biologi Nasional or LIPI agency. In other projects, she assisted Dr. Naya by providing review and comment on his seminal paper calling for a free trade zone for South Asia (including India, Pakistan, Afghanistan and Bangladesh), similar to his concept for an ASEAN free trade zone, and on his proposal for the Office of Hawaiian Affairs to develop a new economic development program aimed at micro-financing of Native Hawaiian projects.

**1988-89**

**PacMar Inc., Honolulu, Hawai'i**

After leaving the United Nations and establishing OmniTrak, Ms. Loui became a partner in PacMar Inc., a firm that provides consulting services to the United States Agency for International Development (USAID), the Asian Development Bank, and other international agencies. PacMar's projects included agricultural and rural development projects in Fiji, Nepal, Indonesia and Thailand. Ms. Loui sold all of her interests in PacMar approximately two years later.

**1974-1976**

**United Nations Development Program- Bangkok, Thailand**

During her assignment, Ms. Loui consulted on multiple projects for the Development Support Communications Service (DSCS) as a Training Officer and Communications Planning Consultant attached to the United Nations Development Program (UNDP). Headquartered at the Asia regional office in Bangkok, Thailand, DSCS pioneered the concept and need for early, sustained, two-way communications between targeted communities and economic developers to maximize project acceptance and also avoid unexpected and negative effects from development projects on the society, environment and culture of the people being helped. Ms. Loui assisted the government of Thailand develop a technical assistance program aimed at increasing exports of Thai silk, including working with small and mid-sized manufacturers to gain awareness and consensus on the need for bottoms-up, quality control (QC) standards for the textile industry, and then to create and implement QC standards. With active input from host country nationals, she also co-developed government training programs to promote agricultural/rural development and the adoption of family

planning practices. Her assignments extended to the Middle East where she conducted a training program for media specialists tasked by the government of Turkey to communicate the benefits of economic development and provide community feedback to planners. Ms. Loui also supported the DSCS office in Tehran, Iran, assisting Iranian government agencies and NGOs execute short-term development assistance programs.

1974

**UNESCO-Penang, Malaysia**

Ms. Loui was part of a five-person UNESCO consulting team that established, at the request of the Malaysian government, that country's first national, degree-granting communications program, at University Sains Malaysia. Her technical focus was on a print media curriculum with heavy emphasis on development journalism and the importance of a free press in a democratic society. She served as adviser to the university's first newspaper, and many of her students have gone on to become successful journalists within the region.

**VOLUNTEER SERVICE:**

- Member of **Governor's Economic Revitalization Task Force, Hawai'i (1998)**. A 23-person community blue-ribbon leadership team tasked by Hawaii Governor Ben Cayetano to address entrenched, systemic problems in the business, social and educational sectors of the Hawai'i economy and lay the groundwork for economic diversification beyond tourism and plantation agriculture. Ms. Loui was also co-chair of the advocacy group established to pass enabling legislation for the Task Force's recommendations. Concerned with lack of community-involvement in planning for the State's dominant tourism industry, Ms. Loui proposed and heavily lobbied for establishment of the Hawai'i Tourism Authority (HTA) to be funded by a new hotel accommodations tax. Instead of using the tax to fund the existing tourism marketing agency, HTA was established to develop and implement a community-based strategic plan for a visitor industry aimed at enhancing living conditions of residents.
- President of **East West Center Association (EWCA) (1985-1990)**. Ms. Loui was elected President of the EWCA's 50,000 alumni who are engaged in government, academia, media, NGOs and the private sector. Ms. Loui received a U.S. State Department grant to study for her master's degree at The East West Center. At that time, EWCA faced critical challenges due to lack of on-going support and participation. Ms. Loui consulted with chapter leaders in Asian countries in EWC's Asia-Pacific region and in the U.S., conducted an alumni satisfaction survey to get input from the field in setting future priorities, and involved Asian and American EWCA country leaders in a strategic planning process. One of

EWCA's key achievements during Ms. Loui's leadership was an organizational re-structuring (passed at its bi-annual global membership meeting) which changed the By-Laws requiring a majority of its Board be from Hawaii, securing funding for tele-conference meetings for the new, more internationally diverse Board, and development and ratification of a strategic plan. Another accomplishment was publication of EWCA's first alumni directory to encourage networking.

- ***Other Activities Relating to the East-West Center, a U.S. State Department funded institution:***
  - ***Chair, East West Center's (EWC) 25<sup>th</sup> Anniversary Celebration (1984-85)***
  - ***Co-Chair and Founder, Royal Sala Thai Scholarship Fund (RSTSF) Committee (2007-2008)*** – RSTSF raised almost **US\$200,000 in four months** (quadrupling EWC's goal of US\$50,000) for an East West Center RSTSF permanent named endowment fund for scholarships to students from Thailand. Other co-chairs included Minister of Education Dr. Wichit Srisa-an; former Minister of Communications and Women's Foundation Director Supatra Masdit; former Chulalongkorn University president Dr. Thienchay Kiranandana; Professor and Matheson news magazine columnist Nopamat Veohong.
  - ***OmniTrak Loui-Schmicker Scholarship Award*** – On OmniTrak's 25<sup>th</sup> anniversary, Ms. Loui established a US\$50,000 Permanent Named Endowment Scholarship Fund.
- ***Lecturer, University of Hawaii, School of Travel Industry Management*** – Ms. Loui has lectured on marketing, research and stakeholder needs assessments at the University of Hawaii's mid-career program for tourism professionals, the Executive Development Institute for Tourism.

## **PROFESSIONAL MEMBERSHIP ORGANIZATIONS AND BOARDS:**

- Board of Directors, Triple Helix Institute for Innovation (2007-Current)
- Board of Directors, Kapiolani Health Foundation for Women's and Children's Health (2007- Current)
- Board of Directors, University of Hawaii Foundation (1987-1995)
- Board of Directors, Palama Settlement (1994-1998). Palama Settlement is a non-profit organization established to raise public health standards (particularly in terms of maternal and child care) to an economically disadvantaged neighbourhood. Ms. Loui chaired Palama Settlement's 100<sup>th</sup> Anniversary celebration.

## **LANGUAGE SKILLS**

Mandarin Chinese  
Some Japanese

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**Davies Pacific Center #1250**  
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# **Recommendation for U.S. Executive Director at African Development Bank**

**Fantu Cheru**  
**Professor of African and Development Studies**  
**American University**  
**&**  
**Research Director**  
**The Nordic Africa Institute**

## **REFERENCES:**

Professor Edmond Keller, Director  
UCLA Globalization Research Center-Africa

Gayle Smith, Senior Fellow  
Center for American Progress

Dr. James Mittelman  
Distinguished University Professor of International Affairs  
American University, School of International Service

Dr. Augustin K. Fosu, Deputy Director  
World Institute for Development Economic Research  
UNU-WIDER

## **EDUCATION:**

Ph.D. in Political Economy and Policy Analysis, Portland State University, (1983)

MS in Political Science, Portland State University (1978)

BA in Political Science, Colorado College (1975)

## **SPECIALIZATIONS:**

Poverty eradication strategy planning; Local Economic Development strategy; rights-based programming; urban management and regional planning; rural development; policy reform and institution building, development management, project planning and evaluation.

## **PROFESSIONAL EXPERIENCE:**

### **EMPLOYMENT HISTORY:**

- *Research Director, the Nordic Africa Institute, Uppsala, Sweden (Since August 2007):* The Nordic Africa Institute is an independent institution under the



programme in Mozambique, Angola, Cameroon, Ethiopia, Mali, Guinea and Senegal. The result of the evaluation was a critical component in the formulation of the Global Governance Trust Fund programme.

**2001**

**UN Economic Commission for Africa, Addis Ababa**

Presenter and resource person on the PRSP process in Africa at the conference, “African Dialogue with IDA Deputies” organized by the UNECA. A paper on the experience of PRSP in 9 African countries was prepared as a discussion note.

**2001**

**UN Economic Commission for Africa, Addis Ababa**

Undertook a mission to Uganda and Mozambique to prepare reports on country experiences with the PRSP process. Final report submitted to ECA for the first Africa PRSP Learning Group conference, which was held in Addis Ababa between November 5-8.

**2000/2001**

**United Nations Development Programme, Office of Evaluations**

Malawi- Country Level Impact Assessment of the Democracy Consolidation Programme, the Local Government and Decentralization Programme, and the Poverty Reduction and Sustainable Livelihood Programme. Through a participatory evaluation process, using structured surveys and field visits, the evaluation tried to capture impact perceptions of UNDP’s interventions in Malawi from various stakeholders, which included Central Government institutions, Local Authorities and District Assemblies, Civil Society Organizations, and government-supported implementing institutions.

**2000**

**Swedish International Development Agency (SIDA)**

Team leader for the joint SIDA/SAREC evaluation of the Council for the Development of Social Science Research in Africa (CODESRIA). The evaluation, which covered the period 1973-2000, assessed the appropriateness of CODESRIA’s administrative and management mechanism and its organisational structure; the relevance of CODESRIA’s activities to its mandate; and the quality of research produced by the institution, its output and relevance. Final report entitled, “*The Beginning of a Long Conversation: Evaluating CODESRIA in the Year 2000*”, (March 15, 2000)

## **VOLUNTEER SERVICE:**

- Member of the *UN Secretary-General's Advisory Panel on Mobilizing International Support for the New Partnership for African Development (NEPAD) (2004-6)*. As a distinguished member of the Panel, advise the Secretary-General on ways to engage the international community in mobilizing the necessary resources to support the programs of the New Partnership for African Development. The first report of the panel is entitled, "From rhetoric to action: mobilizing international support to unleash Africa's potential"
- Convenor of the *Global Economy Track, Helsinki Process on Globalization and Democracy, Helsinki, Finland (2003-2005)*: a joint initiative of the Governments of Finland and Tanzania as a follow-up to the ILO Commission on the Social Dimensions of Globalization. (see [www.helsinkiprocess.fi](http://www.helsinkiprocess.fi)). Co-editor, *Millennium Development Goals: Raising the Resources to Tackle World Poverty*, ZED Books (London: 2005).
- *UN Special Rapporteur on Foreign Debt and Structural Adjustment Programs, Commission on Human Rights (1998-2001)*. Undertook numerous missions to Africa and Latin America on behalf of the Human Rights Commission; submitted annual reports on how to integrate human rights norms in the formulation of macroeconomic and trade policies; promoted innovative proposals on debt relief and social investment, with a particular focus on HIV/AIDS and post-conflict reconstruction; and developed strategies on how to integrate human rights principles in the *Poverty Reduction Strategy Paper (PRSP)* process.

## **RESEARCH & PUBLICATIONS:**

### **Books:**

- 2009**                      *China and India in Africa: New Strategic Encounters*, (co-edited) with Cyril Obi, ZED Press (forthcoming)
- 2005**                      *Millennium Development Goals: Raising the Resources to Tackle World Poverty*, (co-edited) with Colin Bradford, Helsinki Process and ZED Press: London
- 2002**                      *African Renaissance: Roadmaps to the Challenge of Globalization*, ZED Press: London

### Journal Articles:

- 2006** “Building and Supporting PRSPs in Africa: What has worked well so far? What needs changing?” *Third World Quarterly*, Vol.27, No.2
- 2003** “Debt, Adjustment and the Politics of Effective Response to HIV/AIDS in Africa”, *Third World Quarterly*, Vol. 23, No.2.
- 2002** “Overcoming Apartheid’s Legacy: The Ascendancy of Neo-liberalism in South Africa’s Anti-poverty Strategy”, *Third World Quarterly*, Vol. 22, No.4.
- “African Renaissance: Roadmaps to the Challenge of Globalisation”, *Journal of Black Renaissance*, Vol.4, No.1.
- 2001** “The Politics of Poverty and Debt in Africa’s AIDS Crisis”, *International Affairs*, Vol. 15, No.6.
- 2000** “Transforming Our Common Future: Local Dimensions of Global Reform”, *Review of International Political Economy*, 7:2, summer 2000
- “Debt Relief and Social Investment: Linking the HIPC Initiative to the HIV/AIDS Epidemic in Africa – The Case of Zambia”, *Review of African Political Economy*, No. 86 (December 2000).

### Book Chapters:

- 2006** “Aid and Trade Policies: Shifting the Debate” in Donald Rothchild and Edmond J. Keller (eds), *Africa-US Relations: Strategic Encounters*, Lynn Rienner (Boulder, Colorado), pp.217-244
- “Playing Games with African Lives: The G-7 Debt Relief Strategy and the Politics of Indifference”, in Chris Jochnick and Frazer A. Preston (eds.), *Sovereign Debt at The Crossroads: Challenges and Proposals for Resolving the Third World Debt Crisis*, Oxford University Press (Oxford and New York), pp.35-54
- “The Heavily Indebted Poor Countries (HIPC) Initiative: Old Wine in a New Bottle?”, in Anthony McGrew and Nana Poku (eds.), *Globalization and the Developing World*, Polity Press, (London)
- 2000** “South Africa’s National Anti-Poverty Plan”, in UNDP, *Overcoming Extreme Poverty*, UNDP (New York).

## MONOGRAPHS AND OFFICIAL DOCUMENTS:

- 2002** UN Economic Commission for Africa, *Uganda's Experience with the PRSP Process: What are the Secrets of its Success?* Report Prepared for the African Learning Group on Poverty Reduction Strategies, Economic Commission for Africa, (Addis Ababa: November, 7, 2001).
- UN Economic Commission for Africa, *The PRSP Process in Mozambique: What impact will weak state capacity have on implementation and monitoring outcome?* (Addis Ababa: November 7, 2001).
- 2001** UN Economic Commission for Africa, *The PRSP Process in Sierra Leone*, Report Prepared for the 2<sup>nd</sup> Joint SPA/ECA Meeting on the PRSP Process, Brussels, (November 21, 2002)
- UN Economic Commission for Africa, *The PRSP Process in Ghana*, Report Prepared for the 2<sup>nd</sup> Joint SPA/ECA Meeting on the PRSP Process, Brussels (November 21, 2002).
- United Nations, *The PRSP Process in Nine African Countries: A Human Rights Assessment*, Economic and Social Council, 57<sup>th</sup> Session of the Commission on Human Rights,
- 2000** United Nations, *Debt Relief and Social Investment: Linking the HIPC Initiative to the HIV/AIDS Epidemic in Africa, Post-Hurricane Mitch Reconstruction in Honduras and Nicaragua, and the Worst Forms of Child Labour Convention of the ILO*, Economic and Social Council, 56<sup>th</sup> Session of the Commission on Human Rights, E/CN.4/2000/51, (14<sup>th</sup> January 2000).

## PROFESSIONAL MEMBERSHIP

- The African Studies Association of US
- Ethiopian Economic Association
- African Studies Association of South Africa
- International Studies Association

## RESEARCH FELLOWSHIPS:

- Senior Research Fellow, (1993-95), *The Africa Institute of South Africa*, Pretoria.

- Recipient of the 8th Bradlow Fellowship, *The South African Institute of International Affairs*, Johannesburg (1992).
- Recipient of the Institute of Social and Economic Research Fellowship, *Rhodes University*, Grahamstown, South Africa (1992).
- Recipient of the 1992 Research Fellowship, the *Institute of Southern African Studies*, National University of Lesotho, Roma, Lesotho. (Declined in favour of Rhodes University fellowship).
- Recipient of Research Fellowship, Department of Social Sciences and Development, *Chr. Michelsen Institute*, Bergen, Norway (December 1991).

#### **U.S. CONGRESSIONAL TESTIMONY:**

- "How to Ease the African Debt Crisis", a testimony given before the Subcommittee on International Development Institutions and Finance, of the Committee on Banking, Finance and Urban Affairs, of the House of Representative, One-Hundredth Congress, (March 4, 1987), H.R.3
- "Why Economic Sanctions Will Not Work in Ethiopia", a testimony given before the Subcommittee on Human Rights and International Organisations, International Economic Policy and Trade, and on Africa, of the Committee on Foreign Affairs, U.S. House of Representative, One-Hundredth Congress, (October 21, 1987).

#### **PROFESSIONAL HONORS AND AWARDS:**

- Winner of the 1990 World Hunger Year Media Awards for the best book on world hunger, **The Silent Revolution in Africa: Debt, Development and Democracy.**
- Recipient of the Judges Award in the 1990 World Hunger Media Awards for Periodicals with Food and the Future, with Mark Duffield, Gayle Smith, Martha Wenger and Joe Stork of Middle East Report, September/October 1990.
- SIS Award for Outstanding Teaching in General Education, 1997-98 Academic Year

#### **EDITORIAL BOARD MEMBERSHIP:**

- Editorial Board, **The South African Journal of International Affairs**, South African Institute of International Affairs, Jan Smut House, (Johannesburg).
- Editorial Board, **Africa Insight**, The Africa Institute, (Pretoria, South Africa).

- Editorial Board, ***Journal of Peace and Development***, American University.
- Editorial Board, ***Globalization*** (University of New Castle)
- Editorial Board, ***Development Southern Africa***, (Mid-Rand, South Africa)
- Editorial Board, ***Journal of Conflict Resolution*** (South Africa)

**FIELD WORK IN:** Tanzania, Kenya, Mozambique, Zimbabwe, Angola, Sudan, Botswana; Zambia, Ethiopia, Uganda, Senegal, Ghana, Burkina Faso, Namibia, South Africa, Sierra Leone, Malawi, Honduras and Nicaragua.

**Fantu Cheru, PhD**  
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**The Nordic Africa Institute**  
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**Email: [fantu.cheru@nai.uu.se](mailto:fantu.cheru@nai.uu.se)**

# Recommend for Executive Director to the Asian Development Bank

**David Batker**  
**Executive Director, Earth Economics**  
**14420 Duryea Lane, Tacoma, WA 98444**  
**Tel: 253-678-1563 Fax: 253-539-5054**  
**E-mail: [dbatker@earthconomics.org](mailto:dbatker@earthconomics.org)**

The US can play a leadership role in improving the lives of people in Asia and the US with competent, knowledgeable and energetic solutions at the Asian Development Bank.

A key to effective work at the ADB is effective management so that the Executive Director's office is well run, with high morale and productivity.

## **Executive Director of Earth Economics**

- Ten years of successful leadership and management of a dynamic non-profit organization.
- Strong staff involvement and development, strategic planning, financial planning and management.
- Inclusion of social, human and natural and built capital contributions to the economy and people's quality of life within the organization.
- Strong knowledge of community development economics, macroeconomic policy and finance.

Broad understanding of the multilateral development banks (MDBs), working closely with the US Treasury Department and collaboratively with other Executive Director's offices is a key to effectiveness.

## **20 Years of Multilateral Development Bank Experience**

- Solid understanding of the poverty, debt, commodities, growth, energy, agriculture, trade, environment and development economics.
- Collaborative work style building long-term relationships to achieve effective change with Executive Directors, government officials, NGOs and bank staff.
- Strong communication skills, verbal and written.
- Experience:
  - working with 25 finance ministries on MDB policies and lending;
  - reviewing over 500 World Bank, ADB, IDB and EBRD appraisal reports;
  - meeting with over 100 MDB Executive Directors over 20 years;
  - helping secure better policies and lending;
- Strong connections to NGO community and understanding of social movements.
- Experience in helping establish and improving policy at MDBs including the policies which preceded the safeguard policies:
  - World Bank: information, environmental assessment, indigenous peoples, energy, forest, governance, corruption and inspection panel policies;
  - Asian Development Bank policies: information, environmental assessment; indigenous people's, corruption policies
  - InterAmerican Development Bank: forest and environment policies
  - US Export-Import Bank environmental policy and the expansion of this policy to 35 other export credit agencies.
- Work experience in 40 countries including China, India, Japan, Indonesia, Sri Lanka, the Philippines, Thailand, Laos, South Korea, Singapore and Malaysia with further travel experience.
- Experience attending World Bank, InterAmerican Development Bank and InterAmerican Development Bank meetings.

There is no substitute for a deep understanding of how an organization works. The ADB has a particular culture, a Japanese president and top management from the US, China, South Asia and Europe. Understanding the institutional and personal dynamics is critical to effective work.

### **Specific strengths and knowledge on work in Asia and the Asian Development Bank**

- Six years of work focused on the Asian Development Bank.
- Two years work based in Manila improving ADB policies and lending, experience from the Executive Director's offices to consultants.
- Two years experience working with NGOs on rural development.
- Thorough understanding of the ADB top to bottom, governance, project cycle, policies, lending history, board politics, strategic planning process, operations and operational requirements, sector lending, program lending, lending to financial intermediaries, etc.
- Progress achieved by building issue alliances between Northern and Southern Executive Directors.
- Strong capacity to move issues through the institution.
- Experience in Manila for 2 years working on the Asian Development Bank involving ADB officials at all levels; local to national governments; Asian, European and North American finance ministries; businesses; international and grassroots civil society organizations.
- Accredited attendee of Asian Development Bank Annual meetings with 18-hour days of moving development agenda work forward.
- Work with Chinese National Academy of Science on mapping of ecosystem services in China.

### **Education**

|                             |                            |             |      |
|-----------------------------|----------------------------|-------------|------|
| Pacific Lutheran University | Biology and Earth Sciences | B.S.        | 1984 |
| Louisiana State University  | Economics                  | M.S.        | 1987 |
| Louisiana State University  | Economics                  | Ph.D. (abd) | 1990 |

### **Work Experience**

2002-present, *Executive Director, Earth Economics*, Seattle/Tacoma, Washington.

1997-present, *Director, Asia Pacific Environmental Exchange, APEX (name changed to Earth Economics)*, Seattle, Washington.

1995-1997, *Research Director, Ocean Ecology Campaign*, Greenpeace USA, Seattle Washington, USA.

1993-1995, *Multilateral Development Bank and Trade Advisor, Philippine Rural Reconstruction Movement*, Manila, Philippines.

1993-1995, *Philippines Team Leader and Economic Advisor, Greenpeace International*, Manila, Philippines.

1990-1995, *Multilateral Development Bank and Economic Advisor, Greenpeace International*, Washington, DC.

### **Publications**

Batker, Batker, Isabel de la Torre, Robert Costanza, Paula Swedeen, John Day, Roelof Boumans, Kenneth Bagstad, Jon Erickson. In print. *Eyeing the Storm: A Valuation of Mississippi River Delta Ecosystem Services*. Earth Economics, Tacoma, Washington.

Batker, David, Paula Swedeen, Robert Costanza, Isabel de la Torre, Roelof Boumans, and Kenneth Bagstad. August, 2008. *A New View of the Puget Sound Economy: A Valuation of 12 Puget Sound Ecosystem Services*. Earth Economics, Tacoma, Washington.

Farley, Joshua, David Batker, Isabel de la Torre, and Thomas Hudspeth. Accepted and in print. *Conserving Mangrove Ecosystems in the Philippines: Transcending Disciplinary and Geographic Borders*. Environmental Management. Elsevier Ireland Press.

- Farley, Joshua , David Batker, Isabel de la Torre, Dan Baker and James Pittman. Accepted and in print. Opening the Policy Window for Ecological Economics: Katrina as a Focusing Event. Ecological Economics, Elsevier Ireland Press.
- Pittman, James and Batker, David. June, 2006. Special Benefit from Ecosystem Services: Economic Assessment of the King Conservation District. King Conservation District, Seattle, Washington.
- Batker, David. December, 2005. Supplemental Ecological Services Study: Tolt River Watershed Asset Management Plan. Seattle Public Utilities, Seattle, Washington
- Batker, David, Elizabeth Barclay, Roelof Boumans and Terry Hathaway. February, 2005. Ecosystem Services Enhanced by Salmon Habitat Conservation in the Green/Duwamish and Central Puget Sound Watershed. Water Resources Inventory Area 9. King County Department of Natural Resources. King County, Washington.
- Barclay, Elizabeth and Batker, David. September, 2004. Smart Development: An Analysis of Ten Myths About Development. Asia Pacific Environmental Exchange, Seattle, Washington.
- Batker, David and Elizabeth Barclay. June, 2004. A Comparative Analysis of the InterAmerican Development Bank's Environmental and Safeguard Compliance Policy – Advance Profile. Asia Pacific Environmental Exchange, Seattle, Washington.
- Batker, David and Maria Cain. May, 2004. Trade Secrets: How a US State Cheats at Free Trade. Asia Pacific Environmental Exchange, Seattle, Washington.
- Barclay, Elizabeth and David Batker. April, 2004. Nature's Services in Washington State. Asia Pacific Environmental Exchange, Seattle, Washington.
- Batker, David and Elizabeth Barclay. March, 2004. Failing Grades: A Report Card on the InterAmerican Development Bank's Environmental and Safeguard Compliance Policy – Advance Profile. Asia Pacific Environmental Exchange, Seattle, Washington.
- Batker, David and Maria Cain. 2003. Washington State Tax Exemptions: Unsustainable, Unjust, Undemocratic, Illegal and Just Plain Bad Economics. Asia Pacific Environmental Exchange, Seattle, Washington.
- Batker, David. 2003 Antieconomics: the realities and fallacies of shrimp aquaculture, Chapter in The Blue's of a Revolution Ed. Isabel de la Torre ISA Net, Tacoma, WA.
- Carr, Liz, David Batker, Frana Milan and Mary Sue Gee. 2002. The Carbon River Valley Conservation Project: A Lifeline to Mount Rainier National Park. Asia Pacific Environmental Exchange. Seattle, Washington.
- Batker, David K. and Isabel de la Torre. 1999. WTO: But What Are We Trading Away? The World Trade Organization's Promotion of Economic Inefficiency and Environmental Destruction, Towards a Foundation of Sustainable Trade.
- De la Torre, Isabel and David K. Batker. 1999. Prawn to Trade, Prawn to Consume: the social and environmental impacts of the production, trade and consumption of farmed shrimp. Asia Pacific Environmental Exchange, Seattle, Washington.
- Stump, Ken and David Batker. 1996. Sinking Fast: How Factory Trawlers are Destroying U.S. Fisheries and Marine Ecosystems. Greenpeace, USA, Washington, DC.
- Batker, David. 1995. Toward a Sustainable Macroeconomic Framework. Chapter 10 in Sylvia de Guzman (ed.) From the Margins to the Mainstream: Bringing Civil Society into the Center of the Development Debate, 1995. Citizen's Initiatives for the World Summit on Social Development, Sipat Publications. Quezon City, Philippines.

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