



Asian Development Bank, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and Organisation for Economic Cooperation and Development (OECD),

Meet Lucy: New Ideas in Governance – Do They Work in Practice?

Learning Event

26–28 April 2016 | Asian Development Bank | Auditorium D
6 ADB Avenue, Mandaluyong City, Metro Manila, Philippines

BACKGROUND

Imagine Lucy, a governance practitioner in her third year of employment, going to the field to assist more seasoned sector colleagues in mainstreaming governance and institutional strengthening in a major sector level operation in an Asia middle income country. Say, considering how the transport sector can contribute to equitable growth and remain environmentally, institutionally, socially and economically sustainable? Or, how fast urban growth can be managed across stakeholders and sectors so as to provide safe, healthy livelihoods not only for the gentry occupying the flashy centres, but also for the much less affluent segments living in slum or semi-slum at the peripheries? Imagine further that Lucy has intensively listened to the advice from some of the most experienced and knowledgeable governance specialists on the planet. Would and could the wisdom so transmitted fit into the business processes of, say, ADB, in the same way that expertise on engineering, IT and financial market regulation is doing? Does it fit to the experience of a bilateral partner such as the German Gesellschaft für Internationale Zusammenarbeit, GIZ, which not least provides “soft” assistance in governance and institutional strengthening?

The Governance Network of OECD has recently published a [Governance Practitioner’s Notebook](#) that introduces a fictitious Lucy with the tasks described above. Without being prescriptive and formulaic, it tries to guide her as she is tackling public sector reform, politics, institutions and stakeholders in operational practice.

Governance is a key risk and challenge facing the Asia and Pacific region that can derail the achievement of favourable development outcomes. The Sustainable Development Goals also focus on governance and institutions in goal 16 and part of goal 17. But many development partners, including ADB, have struggled to mainstream the attention to governance and institutions effectively across operations.

May Lucy and her advisers have a new answer? Or, if not an answer, then sensible questions that will help practitioners deal better with the complex and contested issues around politics, institutions and stakeholders in the widely different situations found across Asia and the Pacific?

Participants: The “New Ideas in Governance”-event will feature selected authors of sections in the Notebook, who will present the ideas in the book; governance and sector practitioners from governments, development partners and civil society in Asia and the Pacific, who will present concrete cases of governance reforms. The event will also host the award ceremony of the Youth4Asia Governance Award, and showcase the innovative approaches to change employed by the future generations.

Event objectives: The aim of the event is to improve the dialogue, debate and collaboration in ADB and GIZ, and with their partners in government, business and civil society around governance and institutional performance issues. At the end of the event, it is the aim to have a number of



specific recommendations on how to strengthen and mainstream attention to governance and institutional issues in the development collaboration between e.g. ADB and GIZ in the region.

The event program will be highly interactive, avoid lengthy presentations and aim at creating engaging exchanges between the new propositions and participants. Short to-the-point case studies will help ground the debate, so that it focuses on how to deal with the often thorny and complex governance and institutional performance issues in daily, practical work.

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BACKGROUND DRAFT PROGRAMME

Day ONE: Tuesday, 26 April 2016

Morning: Setting the scene: The state of play of institutions and governance

Afternoon: Reform strategies and support packages: What works and what not?

Time	Session & Objectives	Panelists/Resource Persons
8:30	Registration and case display <ul style="list-style-type: none"> Cases will be on display with case owners available for introductions 	
9:15	<ul style="list-style-type: none"> Welcome remarks Photo session Introduction of participants and programme 	Bambang Susantono, Vice President (Knowledge Management and Sustainable Development), ADB Nils Boesen, event facilitator
9.50	<ul style="list-style-type: none"> Institutional and governance challenges in Asia and the Pacific 	Shikha Jha, ADB Discussant: Jaime Faustino, The Asia Foundation
10.45	Break	
11.00	<ul style="list-style-type: none"> Introducing Lucy and her notebook: The politics and practicalities of governance in international development cooperation 	Graham Teskey, OECD Notebook editor – Discussants: Daniel Blessing, GIZ; Claudia Buentjen, ADB
11.45	<ul style="list-style-type: none"> Governance, institutions and development partners – dusk or dawn? 	Gambhir Bhatta, ADB, and Tim Auracher, GIZ Discussants: Jose Arnold Tan, Government of the Philippines, Department of Finance; Rogier van der Brink, World Bank Philippines
12:30	Lunch	
13:30	<ul style="list-style-type: none"> World Development Report 2017 (Governance and the Law) Reform strategies in sectors and at sub-national level – how local, problem-driven, flexible? How much purposeful design, how much muddling through? 	Luis-Filipe Lopez-Calva. World Bank Jeffrey Ong, Canadian Embassy Discussants: Philip Anghag, GIZ; Elke Rapp, RTI consultant
14:45	Break	



Time	Session & Objectives	Panelists/Resource Persons
15:00	<ul style="list-style-type: none"> Domestic drivers of reforms, and crafting packages of support to reforms – modalities and instruments. When do policy and results-based financing deliver? Are innovation and knowledge brokering fads or future? Summarizing reflections: What will you tell Lucy 	Roundtables/break-outs with discussion of nine cases: <ul style="list-style-type: none"> Justice and Prison Reform, Bangladesh Fish Governance Programme, Myanmar Integrated Road Investment, Sri Lanka Skills Sector Enhancement, Sri Lanka Kinerja – Local Governance Service Improvement Indonesia Conditional Cash Transfer, Philippines Local Government Revenue Generation and Land Administration Reforms, Philippines Conflict-Sensitive Resource and Asset Management, Philippines Headline reports from the breakout groups
16.30	ADB-hosted reception	Executive Dining Room
Day TWO: Wednesday, 27 April 2016		
Morning: Politics, power and the power of stakeholder involvement		
Afternoon: Role of development partners – caught in the middle, doing or brokering?		
Time	Session & Objectives	Panelists/Resource Persons
9:00	<ul style="list-style-type: none"> What did we hear, and not hear yesterday 	<ul style="list-style-type: none"> Reflective team of Youth4Asia participants (Zack Lee); Jecel Censoro, ADB Youth
9:15	<ul style="list-style-type: none"> The elephant in the room? Structural and deep politics – to acknowledge and/or to touch? How to assess spaces for reform and readiness for change? 	<ul style="list-style-type: none"> Jane Hutchison, Murdoch University Discussant: Ivar Trippolini, GIZ
10.15	Break	
10:30	<ul style="list-style-type: none"> Stakeholder involvement, coalitions, change agents, change entrepreneurs – a road yet fully explored? Q&A 	<ul style="list-style-type: none"> Jaime Faustino, The Asia Foundation Gerry Fox, British Council
11.00	<ul style="list-style-type: none"> Multisectors, multi-actors, champions and change agents – what are the case experiences telling? 	<ul style="list-style-type: none"> Roundtables/break-outs with discussion of cases (as listed above) Key headlines from break-out groups
12.00	<ul style="list-style-type: none"> Youth4Asia Governance Award Ceremony 	<ul style="list-style-type: none"> Presentation of 3 winning projects Award Ceremony
12:30	Lunch	
13.30	<ul style="list-style-type: none"> Rebalancing incentives and expanding spaces for agency staff caught in the middles: how can governance be effectively mainstreamed in sectors? Q&A 	Frauke de Weijer, Policy Analyst Discussant: Tyrell Duncan, ADB
14:15	<ul style="list-style-type: none"> Ownership in practice: Principled flexibility in practice, and role of development partners: Who should diagnose, design and deliver institutional reform? Doing or enabling development? Q&A 	Tim Auracher, GIZ Discussant: Philip Anghag, GIZ
15:15	Break	



Time	Session & Objectives	Panelists/Resource Persons
15:30	<ul style="list-style-type: none"> Country perspectives on governance and reform: how does context matter, and how does modalities fit? 	Richard Bolt, ADB Country Director Philippines, Yesim Elhan-Kayalar, ADB Country Director Georgia; Discussants: Sandra Nicoll, ADB Country Director Lao PDR; Jane Hutchison, Murdoch University
16:30	<ul style="list-style-type: none"> Closure 	Nils Boesen
Day THREE: Thursday, 28 April 2016		
Getting it all together and moving ahead: Lucy in the sky and/or feet on the ground?		
Time	Session & Objectives	Panelists/Resource Persons
9:00	<ul style="list-style-type: none"> Main messages so far – which were they? 	Reflective team of Youth4Asia participants participants (Radi Shafiq, Noriss Argel Ayhon); Haidy Ear-Dupuy, ADB
09:15	<ul style="list-style-type: none"> Panel discussion: Governance lessons – what is the promise of the old and new ways, respectively, from a national partner perspective? 	Susantha Suraweera, Government of Sri Lanka Jaime Faustino, The Asia Foundation Frauke de Weijer
10:00	<ul style="list-style-type: none"> Panel discussion: Operational lessons for development partners – what will it take to adopt (some of) the alternatives? 	Daniel Blessing, GIZ Hans van Rijn, ADB Kelly Bird, ADB
10:45	Break	
11:00	<ul style="list-style-type: none"> What would Lucy say, and who would listen? Lessons for governments and national partners, lessons for development partners 	Break-out groups and headline reporting
12:00	<ul style="list-style-type: none"> Lucy is dead, long live Afar? Are the days of governance advisors numbered? How can governance be mainstreamed and is there a new role for national actors? 	Graham Teskey, consultant Joachim Fritz, GIZ Bart Édes, ADB
12:50	<ul style="list-style-type: none"> Evaluation and closure 	Daniel Blessing/Nils Boesen/Claudia Buentjen
13:00	Lunch	



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Contacts:

Claudia Buentjen

Principal Public Management Specialist
Asian Development Bank
Sustainable Development and Climate Change Department,
Social Development, Governance, and Gender Division
6, ADB Avenue, Mandaluyong City
1550 Metro Manila, Philippines
Tel. (direct) +632-683-1852
cbuentjen@adb.org

Daniel Blessing

Advisor/Coordinator, Sector Network Governance Asia
Regional Project Support to ASEAN Supreme Audit Institutions
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
GmbH
Friedrich-Ebert-Allee 40, D-53113 Bonn, Germany
Tel. +62 811 171 70 45
daniel.blessing@giz.de





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SPEAKERS' PROFILE*

*(*in alphabetical order)*



Niño Raymond B. Alvina is the Director of Local Government Units Operations Service of the Bureau of Local Government Finance (BLGF) of the Department of Finance. He oversees local treasury and assessment services, capacity building, and project execution and management of the Bureau.

Prior to his appointment in the BLGF in September 2015, he worked on the local finance reform agenda of the Fiscal Intelligence Unit of the Office of the Secretary of Finance, was the project management specialist of Component 4 - Property Valuation and Taxation of the Second Land Administration and Management Project (LAMP2) of the DOF from 2010 to 2014, and was part of local finance-related projects since 2006, particularly the ASEM2 TA Facility documenting the country's best practices in local fiscal and financial management practices. He has represented the country in international conferences on local finance, land administration and management, among others.

Mr. Alvina is a graduate of the University of the Philippines' National College of Public Administration and Governance, and a recipient of a short-term scholarship on fiscal decentralization at the Duke University, USA.



Philip Anghag is Senior Advisor, Conflict Sensitive Resource and Asset Management, GIZ. His focus is on land and indigenous people.

Prior to his current position, Mr. Anghag was GTZ's Project Development and Monitoring Assistant for Poverty Reduction and Conflict Transformation-Mindanao Project from 2006 to 2009 and then Senior Coordinator for Conflict Transformation Mindanao-Preparation Carga Programme from 2009 to 2010.

In his previous assignments with Bantay Ceasefire (Ceasefire Watch) as Convenor (Alternate) and Volunteer, with Technical Assistance Center for the Development of Rural and Urban Poor as Peace Advocacy Officer, and with Mindanao PeaceWeavers as Convenor (Alternate) and Secretariat Member, Mr. Anghag focused on peace education; facilitation of workshops in planning, monitoring, implementation, and evaluation using Goal-Oriented Project Planning; assistance to Indigenous Peoples' Organizations and Bangsamoro organizations in project development; coalition-building; and promotion of Mindanao peace agenda.



Tim Auracher is a Senior Advisor on Good Governance at GIZ Headquarters. For the past 13 years, he has worked in several African and Southeast Asian countries (Cambodia, Indonesia, and Viet Nam) as project manager and technical advisor, mainly on (fiscal-) decentralisation and civil society participation.



Gambhir Bhatta is the Technical Advisor (Governance) at the Asian Development Bank. Prior to this position, he was involved as a Principal Specialist in the knowledge management portfolio of work at the South Asia Regional Department of ADB, and as Country Team Leader for ADB work in the Maldives.

Since he joined ADB in July 2005, he has designed development projects and programs of over \$400 million in the broad areas of governance, public management, public resource management, knowledge management, and local development in South Asia.

His short-term and long-term professional engagements have been in more than 10 countries across 4 continents. Prior to joining ADB, Mr. Bhatta was a Senior Advisor in the New Zealand public service. He has been involved in academic and executive training work in institutions such as the National University of Singapore, Singapore Institute of Management, Singapore Civil Service College, University of Pittsburgh, Carnegie Mellon University-Adelaide, the Open Polytechnic of New Zealand, and Victoria University of Wellington, among others. He has also consulted for the United Nations in several countries.

Mr. Bhatta is the author of four books, including the International Dictionary of Public Management and Governance (M. E. Sharpe, New York, 2006), and has also authored numerous journal articles on the general themes of governance, public policy, and public management.

Mr. Bhatta has a PhD from the University of Pittsburgh in Public and International Affairs; and has advanced certificates in applied policy analysis, and urban and regional development from the same university.



Kelly Bird is the Director of the Public Management, Financial Sector and Trade Division in the Southeast Asia Department of the Asian Development Bank. He joined ADB in June 2006 and specializes in regulatory governance and reforms, financial sector development, trade and investment policy, and employment policy, among others. While at ADB, he has worked with governments on various economic development programs in Cambodia, Indonesia, Lao PDR, the Philippines, Myanmar, and Thailand.

Prior to joining the ADB, he worked as part of a USAID funded project with the Indonesian government from 1999 to 2005, and in 2006 as a consultant on trade policy with the World Bank in Jakarta. He has also worked in several southern African countries on competition policy and private sector development.

Mr. Bird graduated with a PhD in economics from the Australian National University in 1999. He has published several papers in international journals including Applied Economic Letters, Bulletin of Indonesian Studies, Journal of Development Studies, Oxford Development Studies, Southeast Asian Affairs, World Economy, and World Development.



Daniel Blessing is a trained political scientist, is currently working for GIZ project supporting Supreme Audit Institutions in ASEAN. He is advising the newly established regional organization “ASEANSAI” (ASEAN Supreme Audit Institution) in terms of organizational development. His special focus is how to include the SAI of younger ASEAN members (Cambodia, Laos, Myanmar, and Vietnam) and how to close the capacity gaps they are facing.

Before, Mr. Blessing worked in Berlin for GIZ on Democratization in fragile contexts of Eastern Europe. He gained his experience in public finance while working for five years in German Parliament, focusing on Germany’s federal budget.

Mr. Blessing is the speaker of GIZ’s Sector Network Governance Asia (SNGA) and as such also working on knowledge management and exchange between the field and the headquarter within GIZ.



Nils Boesen is Director of Nils Boesen a/s, Process & Change Consultancy. Has more than 30 years’ experience in development cooperation, management and organizational consulting.

Mr. Boesen has worked as a senior manager in UNDP, and before and after that as a management and organizational development consultant for the public sector and NGOs. He has participated intensively in methodology development related to capacity development, governance and sector-wide approaches, as well as led mayor evaluations. He has gained special reputation as a facilitator of strategy, organizational or staff learning through structured, participatory approaches, and as a moderator of meetings and conferences. Working with public administration and sector reform, and organizational development at local and central level, his sector experience includes environmental management, education, energy, water and sanitation, as well as human rights and democracy.

Mr. Boesen’s working experience includes more than 40 countries in Asia, Africa, Europe, Latin America and the Pacific, and clients include several bilateral donors, multi-lateral organizations, including the OECD/DAC, the World Bank, ADB, the European Commission, UN organizations as well as NGOs.



Richard S. Bolt is the Country Director of the Asian Development Bank’s (ADB) Philippines Country Office (PhCO). He assumed the position in March 2014.

As head of PhCO, he oversees ADB’s operations in the Philippines including preparation of country strategy and programming, economic monitoring and reporting, portfolio management, and supporting loan processing and administration. His responsibilities include liaising closely with the full range of development partners, including the Government, civil society, private sector, and other funding agencies.

Mr. Bolt has more than 25 years of experience in development planning, management, and evaluation. He has worked throughout Southeast Asia, People’s Republic of China, the Pacific, and East and Southern Africa. He is a national of Canada with a master’s degree in Tropical Agricultural Development from the University of Reading and a degree in Agricultural Economics from the University of Newcastle-upon-Tyne. He has been with ADB for 16 years.

Prior to his appointment, Mr. Bolt was Advisor for Knowledge and Results Management in the Southeast Asia Department, and coordinated the department’s disaster risk management support to the region.

Immediately after Typhoon Yolanda, Mr. Bolt was assigned as Technical Team Leader to ADB’s response and subsequently as Head, ADB Extended Mission to Yolanda-Affected Areas. Mr. Bolt was also the team leader for the 2008 Philippines country assistance program evaluation.



Claudia Buentjen is Principal Public Management Specialist at the Asian Development Bank. She is a macroeconomist/international economist, and public sector reform specialist with 20 years of experience in project management, advisory services and research in more than 10 developing countries in the Asia & Pacific region.

In her current position, Ms. Buentjen provides technical support to the Governance Thematic Group. She develops and maintains thematic policies, strategies, operational plans, and directional papers to guide ADB-wide work in the areas of public sector management, governance and capacity development. Ms. Buentjen also leads the Secretariat of the Asia-Pacific Community of Practice on Managing for Development Results. In both functions, she contributes to the quality of country programs and operations by providing direct operational support, sharing latest knowledge, and supporting learning, innovation, and partnerships.

In previous positions, Ms. Buentjen led the Philippine country team and was responsible for the preparation and implementation of the Country Partnership Strategy, 2011–2016. She also supported a range of government reforms in intergovernmental fiscal relations, land management, results-based budgeting, taxation, social accountability, and disaster response.

Ms. Buentjen holds a Ph.D. in international economics and a Diploma in business administration and economics



Jecel Censoro is a project implementation specialist - consultant in the Asian Development Bank. She is primarily in-charge of engaging CSOs and youth into projects such as the Jobstart program of DOLE in the Philippines, education projects in Lao PDR, and employment programs in the Pacific. She is currently involved in conducting preparatory researches for projects, data-driven planning, on the ground implantation, and M&E.

Prior to working in ADB, Ms. Censoro has been working on school monitoring through the Checkmyschool program of ANSA East Asia Pacific where she was a Communications and Network Manager. Checkmyschool is a participatory monitoring initiative with the Department of Education which aims to use technology and on-the-ground community mobilization to make sure that school services are provided well through citizen feedback.

Aside from work, Ms. Censoro is also active in other advocacies and projects concerning anti-corruption, education, and poverty alleviation. Her work on Checkmyschool and social enterprises like Trash Can are able to serve people in the field gaining recognition locally and abroad.

Ms. Censoro studied Psychology in the University of the Philippines, Business Economics in Korea University, and Public Management for her graduate school. She was also a scholar at the Clinton Summer School in Ireland where she studied peace and entrepreneurship.



Frauke de Weijer is a Senior Policy Analyst in the field of governance, conflict and fragility, and a programme associate at the European Center for Development Policy Management (ECDPM).



Engels Del Rosario is Acting Division Chief of the Pantawid Pamilya's Planning, Monitoring and Evaluation Division and Head of its Research Unit. He was formerly the focal person for the program's governance concerns.

Mr. Del Rosario is a sociologist and researcher who has developed poverty targeting tools for microfinance clients, established monitoring and evaluations system for microenterprise training programs, and conducted feasibility study for an agricultural trade facility. He currently supervises the preparation for the Philippine CCT's third round of impact evaluation.



Tyrrell Duncan is technical advisor for transport at the Asian Development Bank. In this role he leads the bank's work on transport which accounts for about a third of ADB lending. He is chair of the multilateral development banks' Working Group on Sustainable Transport overseeing implementation of their \$175 billion commitment to sustainable transport.

Previously he was ADB transport director for East Asia, and concurrently bankwide practice leader and chair of its transport practice. He led the formulation and implementation of ADB's bankwide Sustainable Transport Initiative to realign transport operations to focus on sustainable transport

Earlier in his career with ADB he formulated transport lending and technical assistance operations in South Asia. He also worked for ADB's independent evaluation department, conducting a bank-wide study of ADB technical assistance. During a two year sabbatical, he was economic advisor on transport for the Botswana Government.

Before joining ADB, he was an economic and management consultant working for governments and development partners in Asia, Africa, the Americas and Europe. He began his career in 1979 under the Overseas Development Institute Fellowship Scheme, working as an economist for the Botswana Government.

Originally from Northern Ireland, Mr. Duncan has an undergraduate degree in economics and a master's in public policy and management.



Haidy Ear-Dupuy provides knowledge sharing on CSOs-related issues, supports CSOs participation in ADB operations, provides support to the ADB's CSO Anchors Network, supports and facilitates engagements with CSOs in South Asia region through the ADB's CSO Anchors Network.

Before joining ADB, Ms. Ear-Dupuy was Senior Policy Advisor World Vision International based in Washington DC where she managed working relationships with the World Bank, IMF, and the coalitions of NGO working to promote the advancement of the Millennium Development Goals (MDGs) particularly Goals 4 (reduction of child mortality) and 5 (improve maternal health) as they relate to World Vision's Child Health Now Campaign. She also led WVI's coordination in lobbying governments to support the WHO's conference on the Social Determinants of Health Conference for increasing funds to health and food security. From 2005 to 2010, she was the Director of Advocacy and Communications for World Vision Cambodia where she provided leadership and strategic management of the advocacy and communications department. From 2003 to 2005, she was the Senior Advisor for Macroeconomics in WVI Washington DC where she provided technical advice and analysis of World Bank's Poverty Reduction Strategy Papers, education, and HIV/AIDS. She also coordinated the WVI's Partnership's advocacy network on Economic Justice as well as developed the partnership's work on aid, debt, and trade, and interacted with WVI's Geneva and Brussels office on strategic and global presentation of WVI's work.

Ms. Ear-Dupuy holds a Master's degree in Agricultural and Applied Economics (2001) and a Master's degree in Conservation Biology and Sustainable Development (1998) from the University of Wisconsin, USA; and Bachelor degrees in International Development and Spanish Language from the College of William and Mary in Williamsburg, USA (1993).



Bart W. Édes is Director of the Asian Development Bank's (ADB's) Social Development, Governance and Gender Division. He also is officer-in-charge for the role of Technical Advisor, ADB Social Development Thematic Group, which brings together 300 ADB staff with a professional interest in social development, poverty reduction, and inclusive growth.

Mr. Édes manages a division providing quality assurance, policy guidance, and technical advice to ADB operations in the following areas: civil society and youth engagement; capacity building; anti-corruption, governance and public management; ICT for development; inclusive business; poverty and social analysis; and social protection and labor in developing Asia and the Pacific. The division also generates and shares knowledge and good practice, mobilizes resources, forges partnerships, promotes innovation, and undertakes pilot projects.

In previous assignments at the regional development bank, Mr. Édes oversaw work on disaster risk management, education, and health. He also led the formulation of ADB's Public Communications Policy, which set a new global benchmark for transparency and information sharing among the international financial institutions. In addition, he serves as Alternate Chairperson of ADB's Appeals Committee, and Member of the ADB Integrity Oversight Committee.

Between 1994 and 2000, Mr. Édes managed communications at SIGMA, a joint initiative of the European Union and the OECD providing support on public governance reform to European countries in transition. In earlier roles, he has worked as a journalist, policy analyst, and specialist on international trade and foreign direct investment.

Mr. Édes has a Master's Degree in Public Policy from the University of Michigan, and a Bachelor's Degree in Government (*cum laude*) from Georgetown University.



Yesim Elhan-Kayalar is Country Director at the Asian Development Bank's Georgia Resident Mission.

Ms. Elhan-Kayalar has over 25 years of work experience in development agencies, the private sector, and academia in 27 countries. She has worked at regional, national and local levels to create long-term development solutions with private sector and beneficiary participation in energy, public management, transport, and water sectors.

Prior to her current post as the ADB Country Director and Resident Representative in Georgia, Elhan-Kayalar led the public management and governance portfolio of ADB in 10 central and west Asia countries. She developed policy, provided operational support and knowledge solutions for ADB operations on public management and public-private partnerships across Asia and the Pacific.

Ms. Elhan-Kayalar has a PhD in economics from the University of California, and qualifications in finance and management from Harvard University and University of Michigan. She has published in, and taught, economics and finance, and has led research on behavioral finance and competitiveness policy.



Jaime Faustino is Program Director of the Asia Foundation, Philippines. He manages the Economic Reform and Development Entrepreneurship Program in The Asia Foundation's Philippine office (<http://asiafoundation.org/>). He worked with Philippine partners and donors to introduce policy reforms that have transformed key economic sectors: civil aviation, sea transport, property rights, and excise taxes among others. These cases are available in *Built on Dreams, Grounded in Reality: Economic Reform in the Philippines* (2011), co-edited with Dr. Raul Fabella.

In December 2014, he co-authored "Development entrepreneurship: How donors and leaders can foster institutional change" with Dr. David Booth from the UK's Overseas Development Institute.

Mr. Faustino has a Master's degree in political science from the University of the Philippines (1992) and a Bachelor of Arts degree in history from Duke University (1987).



Gerry Fox has worked in Myanmar for the past 8 years leading the Pyoe Pin Programme, British Council. The Programme aims to facilitate coalitions between the private sector, government and civil society to support development, growth and accountable governance in Myanmar.

Mr. Fox has extensive experience in policy development, strategic planning and programme management and has worked with the World Bank, United Nations and a range of non-governmental organizations in areas of social development, human rights and policy reform. He also has significant experience in developing and implementing capacity building programmes for government and non-governmental organizations in fragile and post-conflict states.

Joachim Fritz is Director of Division Governance and Conflict of GIZ's Sector Network Governance Asia.



Dominador Gomez is Acting Director for the Empowerment & Human Rights Office of the National Commission On Indigenous Peoples (NCIP-CARAGA Region), Philippines. He assists the Commission in the performance of its functions in the attainment of its mandate of protecting and promoting the interest and well being of indigeneous peoples with due regard to their beliefs, customs, traditions, and institutions.

He is also Executive Director of Northern Mindanao-Higaunon, Inc. In this position, he has facilitated the revitalization of customary laws and practices of the Higaunon and Banuwaon tribes for the Ancestral Domain Management.

Mr. Gomez is currently taking up Master's in Public Administration at the Ateneo School of Good Governance, Ateneo De Manila University, Quezon City. He has a Bachelor of Arts degree in Sociology-Anthropology from Xavier University (Ateneo de Cagayan), Cagayan de Oro City, Philippines.



Syed Ziaul Hasan is National Programme Coordinator, Rule of Law, GIZ Bangladesh. He is a lawyer by training and has worked with GIZ since 2008. His primary responsibility is to ensure "Paralegal Advisory Services" in order to reduce the overcrowding in prisons. He is also responsible to for policy dialogue and ensures coordination between the different activities among the programme.



Jane Hutchison is a Fellow of the Asia Research Centre at Murdoch University, Western Australia. She researches labour and urban poor politics in the Philippines and is an academic member of the Research for Development Impact Network Committee (an initiative of the Australian Council for International Development and Australian development NGOs).

From 2004-2014, Ms. Hutchison was a Member of the Board of Oxfam Australia and from 2012-2014 Chair of that Board and a Member of the Oxfam International Board of Supervisors. She co-authored *Political Economy and the Aid Industry in Asia* (Palgrave Macmillan, 2014).



Shikha Jha is Principal Economist at Economic Research and Regional Cooperation Department of the Asian Development Bank (ADB) where she leads research on topical development themes and serves on the Thematic Committee of the Governance Thematic Group. Earlier, she headed Armenia and Tajikistan country teams to develop ADB strategies and operational programs with the governments.

Prior to ADB, Ms. Jha was professor of economics and dean of graduate studies at Indira Gandhi Institute of Development Research in India. She taught microeconomics, public economics and development economics and advised Ph.D. and M.Phil students. She also worked as Economist at India's National Institute of Public Finance and Policy and Visiting Lecturer at Indian Statistical Institute. Her policy advice to Government of India included membership of expert bodies to monitor state fiscal reforms for Ministry of Finance; defend Fiscal Responsibility and Budget Management Bill for Parliament; advise National Finance Commission on fiscal decentralization; and contribute through Tenth Plan working groups on 'public distribution system and food security' and 'agricultural marketing'. She was also an academic visitor at London School of Economics; long-term international consultant to World Bank and UNDP; and Global Associate for the International Service for National Agricultural Research, CGIAR; in addition to consulting for other international organizations.

Ms. Jha completed a Ph.D. in economics at Indian Statistical Institute in Delhi and postdoctoral studies at London School of Economics on a Ford Foundation fellowship.



Birthe Meyer, M.A. in Conflict, Governance and International Development from the University of East Anglia. With GIZ for three years, specializing on the nexus between conflict and development in the context of governance. Currently assigned as advisor to the Conflict Sensitive Resource and Asset Management Program in Mindanao, Philippines, leading the core process of mainstreaming peacebuilding and development needs into planning processes.



Sandra Nicoll is Country Director at the Asian Development Bank's Lao Resident Mission.

Ms. Nicoll, a Canadian national, was appointed Country Director for ADB's Lao PDR Resident Mission (LRM) on 9 January 2014. She oversees a program with an active portfolio of around \$ 700 million, including regional programs, in areas of agriculture and natural resource management, education, energy, and water supply and other municipal infrastructure and services. Public sector management and gender are key cross cutting themes.

Before joining LRM, Ms. Nicoll was Director, concurrently Practice Leader (Public Management and Governance) of the Public Management, Governance and Participation Division of ADB's Regional and Sustainable Development Department.

As Director, Ms. Nicoll headed team that supports ADB's sector and thematic operations in areas of governance (especially public financial management and anticorruption), public management, e-governance, disaster risk management, and civil society engagement. This involved support to operations in implementation of ADB's Second Governance and Anticorruption Action Plan, Capacity Development Action Plan, and Disaster and Emergency Assistance Action Plan. She also chaired the Governance & Public Management Community of Practice.

Ms. Nicoll began her career in ADB in 2002 and has since worked in various capacities in the former Mekong Regional Department, NGO and Civil Society Center, and the Pakistan Resident Mission.

Prior to her ADB career, Ms. Nicoll served as Governance Adviser for the Department for International Development (DFID) in Bangladesh; Project Director for the Vietnam-Canada Financial Management Project

(Price Waterhouse Coopers) in Vietnam; Financial and Training Manager for the Sulawesi Regional Development Project in Indonesia; and Manager, Capacity Development Programs for the Aga Khan Foundation Canada.

Ms. Nicoll has a Masters degree in Public Administration from Carleton University, Ottawa, a Bachelors degree in Business Administration from Wilfrid Laurier University, Waterloo, and is a Chartered Professional Accountant (Certified Management Accountant) of Ontario, Canada.



Jeffrey Ong is Senior Development Officer at the Embassy of Canada in Indonesia. His portfolio includes governance/decentralization, aid effectiveness, local and regional economic development, anti-corruption, and public-private partnerships. He managed two Trust Funds, with WB as trustee, on PFM and PPP. His responsibilities include assessing activity proposals against Canada's sustainable economic growth and advancing democracy strategy, preparing Canada's key messages at the Trust Fund's management meeting, representing Canada at management and high-level policy meetings, and maintaining good and professional networking and collaboration with government and donor partners.

Prior to his current position, Mr. Ong was Quantitative Research Officer at AC Nielsen and Economic Officer at the ASEAN Secretariat covering Industry, Minerals and Energy as well as Food, Agriculture and Forestry sectors, under Economic Cooperation with partner countries.



Elke Rapp is Chief of Party, Kinerja/RTI International (USAID Partner). She has a Master's Degree in Education and Anthropology and brings over 25 years of development experience in Asia including 15 years' experience managing and implementing governance and decentralization programs in Indonesia. Ms. Rapp is a recognized, leading expert on Indonesian decentralization and governance.

Ms. Rapp has worked intensively on Indonesia's most critical governance and decentralization policy issues, and the donor community entrusted her with the design and implementation of two comprehensive studies on the status of decentralization in Indonesia that influenced national policy making.

Ms. Rapp is presently managing the USAID flagship governance Project 'KINERJA'. Prior to her recent USAID assignment, she worked for the German Agency for Technical Cooperation (GTZ now GIZ) for 15 years in Pakistan, Nepal, Indonesia, and Cambodia and developed expertise in institution building and policy advice; civil society support; and poverty alleviation and self-help promotion.



Karin Schelzig is a Senior Social Sector Specialist in ADB's Southeast Asia Human and Social Development Division. Since joining ADB in 2004, she has focused on poverty analysis, social protection, gender, and education and TVET, primarily in Cambodia, Indonesia, Lao PDR, and the Philippines, including a long-term posting to ADB's Cambodia Resident Mission. In her present role she is the team leader for the Philippines Social Protection Support Project, which supports the Pantawid Pamilya conditional cash transfer program and is one of ADB's largest stand-alone social protection investments. She also supports a new initiative to pilot the graduation approach to extreme poverty reduction in the Philippines.

Prior to joining ADB, Ms. Schelzig was a poverty specialist at Development Alternatives, Inc., where she managed a large research program on pro-poor growth for the United States Agency for International Development and held a long-term overseas posting on an economic reform program in Ukraine.

Ms. Schelzig holds a Masters in Development Studies from the George Washington University (USA) and a PhD in Development Studies from the London School of Economics and Political Science (LSE), UK.



Gi Soon Song joined ADB in 2009 as a Governance Specialist. Before ADB, she worked on poverty reduction and governance issues with United Nations Development Programme in Indonesia.

Since 2011, she has been working on human and social development interventions in South Asian countries.

Susantha Suraweera is Reform Specialist of Skills Sector Development Division of the Ministry of Skills Development and Vocational Training, Sri Lanka.

Prior to his current position, he was Deputy Director General of Tertiary and Vocational Education Commission – Sri Lanka.



Bambang Susantono is Vice President for Knowledge Management and Sustainable Development of the Asian Development Bank (ADB). He assumed the position in July 2015.

Mr. Susantono is responsible for management of ADB's Sustainable Development and Climate Change Department, Economic Research and Regional Cooperation Department, and Department of External Relations.

Prior to this, Mr. Susantono was the Vice-Minister of Indonesia's Ministry of Transportation and Deputy Minister for Infrastructure and Regional Development. He has extensive experience providing policy advice to government, private sector organizations and international institutions. He chaired several research institutes and taught in universities. He was also Commissioner for airline, port, telecommunications and media companies.

He served as the President of Indonesia Intelligent Transport Society; Vice President of East Asia Society of Transportation Studies based in Tokyo, Japan; and a member of the Board of Trustee of the SouthSouthNorth Foundation in Johannesburg, South Africa.

Mr. Susantono holds a PhD in Infrastructure Planning and Master's degrees in Transportation Engineering, and City and Regional Planning from the University of California Berkeley. He holds a Bachelor's degree in Civil Engineering from the Bandung Institute of Technology.



Lee Ming Tai is Senior Transport Specialist at the Transport and Communications Division of the South Asia Department, Asian Development Bank.

He has over 15 years of professional experience in the transport sector. He has lead ADB missions for loan processing and project administration in India, Bangladesh, Sri Lanka, Nepal, and Bhutan for highways, and rural roads.

Prior ADB experience includes employment with the JBIC in Japan.



Jose Arnold M. Tan is a resident of the Philippines since 1960. Mr. Tan is a licensed civil engineer and licensed real estate appraiser. He started his government service in 1985 and since 2007 he is the Acting Deputy Executive Director for Operations of the Bureau of Local Government Finance (BLGF), Department of Finance, Philippines.

As the Acting Deputy Executive Director, Mr. Tan is responsible for overseeing the technical oversight functions of the Bureau on local treasury and assessment offices of local government units. He also actively participated in the implementation of the LRM-USAID project, PREMIUMED-WB project, LOGOFIND-WB project, LAMP2-WB/AusAID, ADB TA programs, REGALA-ADB project and is now involved in the implementation of the on-going PFM2-EU project. He also represents BLGF on inter-agency committees and deliberations of both houses of congress on proposed legislations affecting the local fiscal operations of local government units.

Mr. Tan received his degree in Bachelor of Science in Civil Engineering in 1982 and his Doctor of Philosophy, Major in Public Management in 2003.



Graham Teskey is the Principal Technical Lead for Governance for AbtJTA, a wholly-owned Australian subsidiary of Abt Associates, whose headquarters are in Maryland, USA. Graham's professional interests include public service management and service delivery, the application of political economy in the messy real world of aid and development, and how to apply evidence and learning from research to the operational practice of development in governance. Graham was co-Chair of the DAC's GovNet from 2012-2015, and currently chairs the informal international 'Community of Practice' on Thinking and Working Politically.

Immediately prior to joining AbtJTA, Mr. Tesky was the Principal Governance Specialist for the Australian Government's Department of Foreign Affairs, where his role was to advise DFAT on its governance and public sector programs in the international development assistance program. Prior to moving to Canberra, he was Senior Adviser and Head of the Governance and Anti-Corruption Secretariat Governance in the World Bank in Washington. He was responsible for the drafting of the Bank's 2012 Governance and Anti-Corruption Strategy. Before joining the World Bank, he spent 16 years with DFID and enjoyed postings to Fiji, Kenya and Uganda. In 1996 he helped establish DFID's 'Governance and Institutions Department'. His last two DFID Senior Civil Service posts were in London as Head of Africa Policy Department and Head of Governance and Social Development. Mr. Tesky was one of the lead contributors to the UK's 2006 Development White Paper, "Making Governance Work for the Poor". His early career was spent as an economist in the Central Planning Office in Fiji, the National Planning and Statistics Office in Vanuatu and as Coordinator of the Rukwa Region Integrated Rural Development Program in Tanzania (funded by NORAD). He also taught development studies for six years at the Centre for International Development at the University of Bradford in the UK.

Mr. Tesky has degrees in economics, urban and regional planning and business administration.



Ivar Trippolini is team leader Performance Management, Rule of Law, GIZ Bangladesh. He is responsible for the monitoring and reporting of the projects activities including the value for money calculations. Furthermore he supports the management in the communication and coordination with donors and headquarters.

Before joining GIZ as decentralization adviser in Benin 2008, Mr. Trippolini has been working on public administration reforms in Switzerland.



Rogier van den Brink is a Lead Economist in the Poverty Reduction and Economic Management Department (PREM) of the East Asia and Pacific Region of the World Bank since October 2008. He oversees the PREM work in the Philippines and leads the Bank's economic analysis on the country including the Philippines Quarterly Update. Prior to his assignment in the Philippines, Mr. van den Brink also served as lead economist for Mongolia.

He has been with the World Bank since 1992. Before joining the East Asia Region, he worked in various positions in the Africa Region, including as Senior Country Economist in South Africa; Deputy Resident Representative in Zimbabwe; and Special Assistant to the Vice Presidents.

Prior to the World Bank, he was a Research Associate at Cornell University and an Associate Expert with the Ministry of Foreign Affairs of the Netherlands in Burkina Faso.

Mr. van den Brink holds a PhD in agricultural economics from the University of Wisconsin-Madison in the US, and a Master's degree in sociology from Wageningen University in the Netherlands.



Hans van Rijn is Principal Evaluation Specialist in ADB's Independent Evaluation Department. He supports the Director General manage the knowledge management and outreach team and contribute to the special evaluations in his technical areas of expertise.

Prior to ADB, Mr. van Rijn was a short-term consultant on PFM, public administration and public sector management assignments across Asia (main clients: EC, DFID, Netherlands International Cooperation, UNCDF, UNDP, World Bank). He also served as long-term adviser on decentralization and PFM reform programs in Nepal (Netherlands Development Organization / SNV) and Ghana (DANIDA).

Mr. Rijn holds an MA in Political Science and Public Administration (1996); thesis on the politics of fiscal decentralization).



Kate Walton is the Knowledge Management and Training Specialist at USAID Kinerja in Jakarta, Indonesia, and was formerly their Junior Health Specialist. She has a Master of Human Rights from Curtin University and a Bachelor of Asian Studies (Honours) from The Australian National University.

Ms. Walton has lived and worked in Indonesia for four years, and speaks fluent Indonesian. Prior to Kinerja, she worked with Aisyiyah (the largest Islamic women's association in Indonesia) in Jakarta, and the Indonesian Women's Coalition in remote Southeast Sulawesi. Ms. Walton was also a Youth Scholar at the 2015 Asia-Pacific Conference on Reproductive and Sexual Health and Rights in Naypyitaw, Myanmar.