

AJAY CHHIBBER

DATE OF BIRTH 29 August 1954

NATIONALITY Indian

MARITAL STATUS Married, with two Children

EDUCATION M.A. Delhi School of Economics (1976)
Ph D Stanford University (1983)
Advanced Management Programs at Harvard (2001) and INSEAD (2004).

STRENGTHS

1. Deep knowledge of the Development System

I have worked in the development system for over 30 years in senior positions at the World Bank and the UN. Have organized and chaired many Consultative Group and Roundtable meetings: working closely with EU, USAID, DFID, JICA, Nordic countries and other major organizations such as DAC and OECD.

2. Demonstrated Analytical and Communication Skills:

Widely Published: I have a strong publication record with many books, articles, monographs and newspaper articles on economic and social issues around the world. Strong interest in evidence-based policy analysis and evaluation. I have been a speaker at many major international conferences and business forums.

3. Well Tested Management and Organizational Skills:

Senior Management Positions in International Organizations: I have a long and distinguished career in international economic development having spent almost 25 years at the World Bank and 5 years at the UN (Assistant Secretary General) and UNDP (Assistant Administrator) in very senior positions, with a stellar management record.

EMPLOYMENT Currently:

Distinguished Visiting Scholar, Institute for International Economic Policy (IIEP), Elliot School of International Affairs, George Washington University, Washington DC, USA, Senior Visiting Professor, Indian Council for Research on International Economic Relations (ICRIER), New Delhi, India and Non-Resident Senior Fellow, The Atlantic Council, Washington DC.

Run a seminar series Envisioning India where some of India's best economists have spoken. Published a new book on India called *Unshackling India: Hard Truths and Clear Choices for Economic Revival* and numerous articles and working paper. Serve on Finance Ministry's G-20 Advisory Body.

2018-2020: Chief Economic Advisor, Federation of Indian Chambers of Commerce and Industry, New Delhi, India.

AJAY CHHIBBER

Supervised study for India's Federation of Chambers of Commerce and Industry on Envisioning India 2030.

2014 - 2017: Distinguished Visiting Professor, National Institute for Public Finance and Policy, New Delhi,

Completed a two-year project on privatization of state-owned enterprises in India, which has produced two journal articles and several working papers and a final FICCI-NIPFP monograph. Also completed a study on the determinants of private investment in India with a journal article under consideration and two working papers.

2013- 2014: Director General, Independent Evaluation Office, Government of India (Minister of State).

Set up India's first Independent Evaluation Office to assess the effectiveness of India's major development programs. The office started evaluation of major schemes and completed an assessment of the Planning Commission (summary attached).

2008 – 2013: Assistant Secretary General UN, Assistant Administrator & Regional Director, Bureau for Asia and the Pacific

Directed and managed the overall policy and ongoing regional program and operations of 25 country offices in Asia and the Pacific, from Iran to the Pacific islands. Managed a Regional Centre and a Sub-Regional Centre located in Bangkok and Suva. Chaired the UN's Asia-Pacific Development Group. Helped establish the Singapore Centre of Global Public Service Excellence and the New Delhi International Centre For Human Development as well as the UN ORCID office in Jakarta for REDD plus.

2007 – 2008: Country Director Vietnam, World Bank

Managed the World Bank's largest IDA only program in Vietnam with lending of over US\$ 1 billion. Co-Chair the Consultative Group (aid coordination) for Vietnam. Provide policy advice on a range of economic and policy issues such as fiscal policy, banking and financial sector reform, pensions, rural development, energy, climate change and disaster management to Vietnamese policy makers as it moved from low-income to middle income status.

2003 – 2007: Director, Independent Evaluation Group, World Bank

Managed the World Bank's independent evaluation department which reports to the Bank's Board. The department has a staff of about 90 professionals and a budget of over US\$ 20 million – which produces 15 major country and thematic evaluations every year, including joint evaluations with the IEO of the IMF, and the evaluation departments of major multi-lateral development banks and bilateral agencies. Assess the effectiveness of major aid programs covering a range of issues from agriculture, banking, health, education, pensions, energy and infrastructure, urban policy.

1997- 2003: Country Director for Turkey, World Bank

Managed one of the World Bank's largest programs with annual lending over \$2 billion during a very busy period in which the Bank provided support to Turkey's recovery from earthquakes to macro-economic and financial crises. As Country Director worked closely with a range of Turkish Ministers of Finance and Economy, in helping support and implement their economic recovery program. Took special pride in working with Turkish academics and think-tanks to help build local ownership and research capacity.

AJAY CHHIBBER

1996-1997: Staff Director, World Development Report 1997, World Bank

Managed a large team that produced the seminal report, “The State in a Changing World” on the role of government in economic and social development. This report brought about a major shift in the World Bank’s work on public sector reform and governance. It also brought a much more multi-disciplinary approach to thinking on the State and led to a re-positioning of the Bank’s approach on the role of state in development. It pioneered early work on the links between corruption and development and emphasized the crucial role of the state in regulating markets.

1994-1996: Division Chief, Country Operations and Finance Division - Indonesia and the Pacific Islands, World Bank.

Led the work on Banking, Finance and Private Sector Development as well as coordinated Consultative Group Meetings for Indonesia and for PNG. I also led the Bank’s work on the Pacific Islands and worked closely with Japan and the ADB, the UN and many other bilateral and multilateral agencies.

1991-1993: Lead Economist, West Africa, World Bank

1988-1991: Senior Economist, Office of the Chief Economist and Vice President Development Economics, Research Department, World Bank.

Worked closely with Stanley Fischer as his advisor and started a research program for Environmental Economics and African economic studies. Published an edited book with Stanley Fischer on African Economic Issues

1986-1988: Senior Economist, Public Economics Division, Research Department, World Bank.

Published and researched many public finance issues - with a heavy focus on the role of public policy on private investment culminating in a book published by North Holland Publishers. Worked on Turkey’s fiscal issues culminating in a book published by Johns Hopkins University Press.

1985-1986: Member, World Development Report, “Trade in World Agriculture” 1986, World Bank

Member of the Core Team that produced the 1986 World Development Report dealing with Trade issues in agriculture. Analyzed the role of price policy and non-price factors in supply response of agriculture.

1983-1985: Economist, Egypt Country Division, World Bank

1979-1980: Consultant Researcher, International Institute for Applied Systems Analysis, Vienna

1979-82: Consultant Researcher, Food and Agriculture Organization and International Food Policy Research Institute.

Worked on various projects at FAO on short assignments and prepared a monograph with Prof Raj Krishna at IFPRI on India’s Grain Storage Policy published as IFPRI paper No 33.

1977-78: Consultant, Indian Planning Commission, Perspective Plans Division

Part of team that assembled the Sixth Five Year Plan. Worked closely with Prof. Raj Krishna then member responsible for Plan preparation.

AJAY CHHIBBER

1976-1977: Lecturer in Economics, St Stephen's College, University of Delhi. Taught at the prestigious St Stephens's College the leading undergraduate college in India, courses in Macro-Economics, Public Finance and Indian Economic History.

1991-1992: Adjunct Professor, Department of Economics, Georgetown University. Taught Seminar in International Economics.

OTHER LEARNING

Executive Development Program, Harvard Business School, USA (2001)

Advanced Management Program, INSEAD, France (2004).

AWARDS

Rank Top 20 students in India in Indian School Certificate Examination, 1970

Awarded David Rajaram Prize for Best All-Rounder in St. Stephens College, India, 1984

Awarded Stanford Fellowship for Graduate Study, 1978

MAJOR PUBLICATIONS AND DOCUMENTARIES

World Development Report 1997 on The State in a Changing World, World Bank.

Asia Rebounds but Lasting Recovery Needs New Paradigm, November 2009, United Nations Development Program, New York, USA.

India's Public Sector Enterprises: Why the Business of Government is Not Business", Monograph of National Institute of Public Finance and Policy and the Federation of Indian Chamber of Commerce and Industry. New Delhi, India, February 2018.

Himalayan Meltdown Documentary prepared for UNDP by Discovery Channel, 2012

Hard Rain Documentary prepared for UNDP by BBC, 2012.

Envisioning India 2030 prepared for the Federation of Indian Chambers of Commerce and Industry, New Delhi, India December 2018.

PUBLISHED BOOKS

Reviving Private Investment, North-Holland Publishing Co., with M Dailami and N. Shafik North Holland Publishers, 1992.

External Debt, Fiscal Policy and Sustainable Growth: A Case Study of Turkey's Recovery from the Debt Crisis, John Hopkins University Press, with S. van Wijnbergen, R. Anand, and R. Rocha, 1991.

Restructuring Economies in Distress, Oxford University Press, edited with V. Thomas, M. Dailami, and J. de Melo, 1991.

Economic Reform in Sub-Saharan Africa, World Bank, with S. Fischer, 1990.

Reform and Growth, edited with R. Peters and B. Yale, Transactions Press, 2005

Unshackling India: Hard Truths and Clear Choices for Economic Revival, with Salman Soz, Harper-Collins India, November 2021. Best New Book in Economics in the Financial Times 2022 and awarded India Economic Forum Literary Award for 2022

PUBLISHED PAPERS
Stanford

Ph. D Thesis: Analyzed the Links between Food Prices and Inflation in India, University, USA.

The Aggregate Supply Response in Agriculture: A Survey, in S. Commander "Structural Adjustment and Agriculture: Theory and Practice in Africa and Latin America", James Curry Publishers, London, 1989.

Policy Model of a Dual Grain Market: The Case of Wheat in India, IFPRI Research Paper, No 33, 1982 joint with Raj Krishna.

Can Turkey Reconcile External Balance and Growth, in T. Aricanli and D. Rodrik "The Political Economy of Turkey: Debt, Adjustment, and Sustainability", The Macmillan Press, London, 1990, with R. Anand and S. van Wijnbergen

Devaluation and Inflation with Parallel Markets: An Application to Ghana presented at the 6th World Congress of the Econometric Society and published in Journal of African Finance and Economic Development, with N. Shafik.

Africa's Rising Inflation: Causes, Consequences, and Cures, in Ian Goldin and L. Alan Winters, "International Dimensions to Structural Adjustment: Implications for Developing Country Agriculture", Cambridge University Press, 1992.

Fiscal Policy and Private Investment: Recent Evidence on Some Key Issues, with M. Dailami, published in Symposium Volume on Fiscal Policy in Developing Countries in Ricerche Economica, 1990.

Inflation, Price Controls, and Fiscal Adjustment in Zimbabwe, presented at the Latin American Econometric Society Meetings, with J. Cottani, R. Firuzabadi, and M. Walton., 1990

Macro-Economic Policy and Its Impact on Agriculture in Developing Countries, in Finance and Development, September 1986, Volume 6, Number 3.

Raising Agricultural Output: Price and Non-Price Factors, Finance and Development, June 1988, Volume 25, Number 2.

The Political Economy of Agricultural Pricing Policies: Discussant's Note to paper by Anne Krueger, presented at the International Conference on Agricultural Economics, August 1988, Buenos Aires, Argentina, published in conference volume.

"Tackling Inflation during Reforms in Africa" Finance and Development, a quarterly publication of the International Monetary Fund and the World Bank (International); 28:28-31 March 1991

"Fiscal Policy and Private Investment in Developing Countries" with Mansoor Dailami in Fiscal Issues in Adjustment in Developing Countries, edited by Riccardo Faini and Jaime de Melo, St. Martin's Press, New York, 1993.

"Ghana: 2000 and beyond", Finance and Development, a quarterly publication of the Internal Monetary Fund and the World Bank (International); 30:24-27 September 1993.

From Adjustment to Growth in Sub-Saharan Africa: The Lessons of East Asian Experience Applied to Ghana, with C. Leechor, in Journal of African Economies (UK); 4:83-114, May 1995.

Institutions, Policies and Development Outcomes, in Evaluation and Development: The Institutional Dimension edited by Robert Piciotto and Eduardo Weisner, Transaction Publishers, New Brunswick (USA) and London (UK), 1998.

“Social Capital, Institutions and Economic Development” in Social Capital: a multifaceted perspective edited by Partha Dasgupta and Ismail Serageldin, 2000, The World Bank.

Turkey’s Tumult: Lessons from Crisis and Institutional Reform”, published in From the Frontlines of Development, edited by Indermit Gill and Todd Pugatch, World Bank, April 2004.

“The Role of The State: Is Less Really More?”, presented at International Policy Dialogue “Searching for Alternatives – Beyond the Washington Consensus”, convened by The Development Policy Forum of InWEnt – Capacity Building International, Germany, in conjunction with the Federal Ministry for Economic Cooperation and Development (BMZ), Berlin, October 6, 2004.

“Governance and Anti-Corruption: Ways to Enhance the World Bank’s Impact Independent Evaluation Group Brief # 2, November 2006, World Bank.

“Improving the World Bank’s Development Effectiveness: What Does Evaluation Show “, Paperback, Independent Evaluation Group, World Bank, November 2005.

“Natural Disasters, Climate Change and Long-term growth in Sub-Saharan Africa ” Paper presented at the AERC Plenary and published in the Journal of African Economics, December 2006.

“Natural Disasters and Long –term Development: Impact, Response, Preparedness “ Paper for the Global Development Network 9th Conference, Brisbane published in conference volume edited by George Mavrotas.

A Global Development Index Extending the Human Development Index with Environment and Social Structures with Rachid Laajaj, mimeo, World Bank, 2007.

China’s New Silk Road Strategy and New Financial Institutions. Paper prepared for the Commonwealth, London, UK, May 2015 published as NIPFP working paper and IIEP paper.

“Assessing and Monitoring the SDG’s and the Addis Ababa Action Agenda.” Paper prepared for UNDESA, November 2015, published as NIPFP working paper and IIEP paper.

“Reviving Private Investment in India: Determinants and Policy Levers”, Ajay Chhibber and Akshata Kalloor, November 2016, NIPFP WP No. 181.

“Public Sector Undertakings - Bharat’s Other Ratnas”, Ajay Chhibber and Swati Gupta, January 2017, NIPFP WP No. 186 also published in the *Journal of Public Sector Management* (January 2018).

“Bolder Disinvestment or Better Performance Contracts? Which way forward for India’s State-Owned Enterprises”, Ajay Chhibber and Swati Gupta, August 2017, NIPFP WP No. 205

“China’s belt and road initiative and India’s options: Competitive cooperation”, Ajay Chhibber, August 2017, *Journal of Infrastructure, Policy and Development*, Vol. 1(2).

AJAY CHHIBBER

“The Origins of the State Albatross in India” by *Ajay Chhibber* in *“The Bombay Plan: Blueprint for Economic Resurgence”* edited by Sanjaya Baru and Meghnad Desai, Rupa Publishers, New Delhi, 2018.

“Economic Planning in India: Did We Throw the Baby Out with the Bathwater”, by Ajay Chhibber, forthcoming in the Indian Policy and Research Journal, May 2022.

“Measuring Human Development in the Anthropocene” by Ajay Chhibber, Occasional Paper of the 2020 Human Development Report, UNDP, New York December 2020.

“One Hundred Years of Measuring Economic and Human Development” by Ajay Chhibber, Paper accepted for the 100 Years Development Conference organized by Cornell University to be presented September 2022.

Published many articles and op-eds in international newspapers such as the Financial Times, International Herald Tribune, Wall Street Journal, Singapore Straits Times, South China Morning Post, Washington Post and many local and regional newspapers and magazine (too numerous to list).

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