

Alastair J. McKechnie

Curriculum Vitae

Overview

Alastair McKechnie has nearly 40 years experience working on international development issues in technical and managerial positions. He has been involved in most sectors, public sector and private investment, a wide range of development policy issues, and has worked at the intersection of political, security and development issues in countries affected by violent conflict. He worked at the World Bank for 28 years in management roles in sector, country management and regional management units. His early experience was in infrastructure, particularly in the electric power sector and was appointed to his first management position in 1987. He has worked in the Middle East, South Asia, and Europe for World Bank regional units and in Africa, Latin America and East Asia regions for global programmes. He was the operations director for the South Asia Region where he served as deputy to the vice president, country director for Afghanistan from 2002-2008, and director of the central fragile states unit until he reached retirement age in 2010. Since then he has worked as a Senior Research Associate with the UK Overseas Development Institute on budget strengthening in Liberia and South Sudan, support to the g7+ group of fragile states, and on research projects. He has also carried out a broad range of assignments for a range of clients on development issues.

Experience

2014 – Research Associate, National Centre for Peace and Conflict Studies, University of Otago, New Zealand

After providing public lectures on aid to fragile states and natural resources management for four years, was appointed to assist in the development of the Centre, teach and mentor post-graduate students, and to develop research projects.

2010 – Senior Research Associate, Centre for Aid and Public Expenditure (CAPE), and Budget Strengthening Initiative (BSI), Overseas Development Institute (ODI), London.

Led preparation of a CAPE paper for the African Development Bank on how it could scale up its effectiveness in fragile states.

Co-author of main report and led the private sector component of a USAID financed study on how use of country systems for providing foreign assistance affects the development of local institutions. Lead author of paper on the risks of transferring aid to local organisations in recipient countries.

Contributed to paper on EU strategy for fragile states for the European Parliament.

For BSI, Contributed to background papers for the g7+ group of fragile states to prepare for the high level meeting on aid effectiveness in Busan, Korea, and for their international dialogue with OECD countries and multilateral organizations. These

papers include analysis of the "legitimate politics" goal in the New Deal on effective engagement in fragile situations agreed in Busan, analysis of pooled funds and petroleum sovereign wealth funds.

Prepared paper on program implementation and procurement in Afghanistan which was published by ODI.

Prepared briefing material on accelerating infrastructure investment in Liberia and South Sudan. Provided advice to Finance Ministry in South Sudan on preparing the capital investment budget and pooled funds.

2010 - Independent Consultant

World Bank: Contributor to 2011 World Development Report on fragility, conflict and violence. Design of organizational changes to decentralize World Bank's support for Africa and other regions. Advice to team preparing a substantial overhaul of World Bank policies in countries affected by fragility and conflict. Represented Bank at international meetings on fragility and conflict, including OECD, United Nations, and International Peace Institute. Advice to South Sudan country team on World Bank operational strategy.

OECD DAC International Network on Fragility & Conflict: Finalized policy guidance note on statebuilding, contributed to Nairobi practitioners meeting on transition financing guidelines.

Australian Agency for International Development (AusAID): Review of AusAID's Fragility and Violent Conflict Guidance Note.

Mott MacDonald Ltd: Expert review and contributions to paper for UK DfID on infrastructure investment in fragile states.

Oxford Policy Management: Contributed to review of project implementation for the African Development Bank.

Ministry of Finance, Afghanistan: Member of Independent Expert Group reviewing proposals to restructure ministries as part of the IDA supported Capacity Building for Results project. Reviewed comprehensive plans for the Ministry of Agriculture, Irrigation & Livestock in June 2013.

Hughes Development Inc: Member of a small team appointed by bilateral donors to advise the Government of South Sudan, World Bank and donors on the design of the South Sudan Partnership Fund, a pooled fund intended to provide finance using country systems to the extent possible.

World Economic Forum: Member of Fragile States Council. Prepared papers on governance of natural resources and private sector development in fragile states.

NATO: Participated on civilian -- military cooperation during post conflict stabilization in Operation Allied Reach in Warsaw, the annual conference of general staff from NATO member countries.

Atlantic Council: As part of a task force on regional issues in the Afghanistan – Pakistan region led by former US National Security Advisor, Gen. Brent Scowcroft, prepared a paper on regional energy water issues in the Afghanistan – Central Asia region.

Stabilization & Peacebuilding Community of Practice (SP-CoP): Guest moderator for e-dialogue on OECD's statebuilding policy guidance.

North-South Institute, Canada: Associate engaged for research on governance of natural resources, particularly minerals, land and water in fragile settings in Africa.

Center for Strategic and International Studies (CSIS) Participated in workshop generating advice for the next World Bank president on the Bank's engagement in fragile states.

University of Denver review of book on forecasting global governance.

Teaching: Fragility and conflict at Johns Hopkins School of Advanced International Studies (SAIS) and University of Ottawa; natural resources management in fragile settings and aid management at University of Otago, NZ, National Centre for Peace and Conflict Studies.

2008 – 2010 Director, Fragile and Conflict Affected Countries Group, World Bank

Led unit responsible for World Bank policies, research, operational support, knowledge management, staff learning and global partnerships in the field of conflict prevention, peace-building, state-building and support to countries emerging from crisis. Established and led a global expert team for high level support to Bank country teams. Managed high level seminars that brought global experts on state fragility and conflict to the World Bank to create a basis for a new Bank strategy. Advisor to the 2011 World Development Report. Launched reforms to World Bank operational policies governing Bank engagement fragile situations and in procurement and financial policies, financing instruments and trust funds. World Bank speaker at international meetings on fragility and conflict. Managed external partnerships on fragility and conflict with United Nations, OECD and bilateral partners. Invited expert participant at meetings organized by DfID, UNDP, International Institute of Strategic Studies, International Peace Institute, Royal United Services Institute, and Stanley Foundation.

Member of UN Senior Peacebuilding Leadership Group.

Co-chair of OECD DAC International Network on Conflict and Fragility task team on state-building, peace-building and security.

Member World Economic Forum council on fragile states.

Lectured post-graduate students at School of Advanced International Studies (Johns Hopkins University), University of Ottawa, Munk Centre (University of Toronto), National Defense University, and University of Otago (NZ).

2003 --2008 Country Director for Afghanistan, Bhutan, Maldives and Regional Programs, South Asia Region, World Bank.

Accountable for strategic leadership, program delivery and recipient and donor country relations for World Bank programs in three South Asian countries and cross-border activities. Responsible for launching the World Bank's program in 2002 to provide post-conflict assistance in Afghanistan through advisory services and financing investment (\$1 billion). Overall management of the Afghanistan Reconstruction Trust Fund (ARTF) which has mobilized \$2.2 billion over six years for budget support and investments. ARTF role included donor relations, chairing of donor and management committees, ensuring fiduciary accountability in a high risk environment, and delivery of programs funded by the program. Managerial oversight of several innovative programs including National Solidarity community driven development program, national program for delivering basic health services through NGO contracts, and labor intensive public works. The health program was associated with a reduction in infant mortality equivalent to saving 80,000 children's lives a year and the team was honored in a decree signed by President Karzai. Analytical work provided by the Bank included policy options for economic and aid policy, public administration reform including civil service reform and administrative decentralization, counter-narcotics, gender, extractive industries, urban development, telecommunications regulation, financial sector, private sector development and water resources management.

Coordination of initial World Bank response for countries affected by the Asian tsunami and implementation of a tsunami response program for Maldives. Responsible for Bank country assistance strategy for Bhutan that recognized the national policy for Gross National Happiness that places high value on management of environment and natural resources. Oversight of regional programs in trade, energy, international waters and marine environment, and facilitation of international agreements.

2001 -- 2003 Operations Director, Office of the Vice President, South Asia Region, World Bank.

Responsible for overall delivery of the World Bank operational program for South Asia, including quality assurance and addressing issues of operational, fiduciary and reputational risk. Advice to staff and high level decisions on operational matters. Regularly deputized for Vice President when she was traveling. Represented the South Asia Region in corporate fora, including review of changes to Bank policies and formulation of Bank strategies, e.g. forestry, agriculture, environment.

1997 – 2001 Energy Sector Director, South Asia Region, World Bank.

Strategic leadership of World Bank energy program in South Asia, which included the full range of energy services from overall strategic, policy and institutional advice to governments, to financing investments in energy supply and utility restructuring. Unit financed low environmental impact hydro and gas based power generation implemented by public and private entities, renewable energy programs (wind, micro hydro, solar home systems) implemented by community, private and public institutions, efficiency improvements, and power transmission and distribution. Financing private investment in Haripur and Megnaghat power stations in Bangladesh with partial risk guarantees and subordinate debt, as well as rural electrification program with strong public accountability. Facilitated resolution of dispute between

private power investors and government in Pakistan which could have caused severe economic disruption. Member of Bank Energy Sector Board which determined overall Bank energy sector strategy and staffing. Member of team which worked with the Environment and Energy Departments to produce “Fuel for Thought”, the Bank’s energy and environment strategy.

1991 – 1997 Infrastructure Division Chief, Middle East Department, World Bank.

Leadership of Bank programs in fields of water supply, environment, transport, urban development, energy, tourism, financial sector and private sector development. Unit was responsible for post-conflict reconstruction in Lebanon and post-disaster reconstruction in Iran and Yemen. Responsible for the infrastructure report from the first missions to West Bank and Gaza in early 1993. Environmental assessment missions to Yemen. Tourism related environment projects in Egypt and Jordan linked to increased private investment in the sector. Led infrastructure related reconstruction missions to Lebanon, West Bank Gaza and Yemen. Managed major reorientation of unit’s strategy and staffing.

1989 – 1991 Chief, ESMAP Strategy and Programs Division, Industry and Energy Department, World Bank.

Managed the energy assessment component of the Energy Sector Management Assistance Program (ESMAP), a global energy technical assistance program of UNDP and the World Bank. Unit prepared overall assessments of country energy strategy and pre-investment studies. Program active in Africa, Asia, Eastern Europe, Latin America and Middle East. Involved deeply in donor relations, fund mobilization and program strategy and management. Continued to lead energy efficiency program (see below).

1987 – 1989 Chief, Energy Efficiency Unit, Industry and Energy Department, World Bank.

Promoted to first managerial position to manage ESMAP unit responsible for activities to reduce energy demand, costs and environmental impacts through improved efficiency. Worked closely with client countries, donors and energy/industrial operational units of the World Bank. Rebuilt unit to deepen professionalism and client responsiveness.

1982 – 1987 Senior Economist, Power & Energy Division, Europe, Middle East, North Africa Projects Department, World Bank.

Responsible for studies to advise governments on energy strategy and investment issues. Contributed to country economic studies and provided economic analysis to project teams. Task leader for energy efficiency project in power sector in Hungary. Operated mainly in Egypt, Jordan, Yemen, Yugoslavia and participated as sectoral specialist in first Bank missions to Hungary and Poland.

1979 – 1982 Senior Consultant, Coopers & Lybrand Associates Limited, London, United Kingdom.

Energy demand, investment, pricing economic and financial analysis for clients in Africa, Europe and Middle East. Major role on feasibility study of gas supply to Northern Ireland, efficiency audit of Scottish electricity board, and review of bulk electricity pricing for Monopolies and Mergers Commission. Valuation of

hydropower company in Ghana. Water supply study in Sudan. Energy efficiency program for large industrial park in UK. Energy strategy study for Asian Development Bank.

1974 – 1979 Economist Engineer, Kennedy & Donkin, U.K.

Power system planning involving economic and demand studies and probabilistic simulation of power system operations for a consulting engineering company. Major studies in Malawi, Iran, Peru, United Arab Emirates and Yemen. Electricity pricing studies in Malawi and Jordan. Economic and engineering analysis of power system interconnection between Costa Rica and Nicaragua.

1974 Economist, International Wool Secretariat, London, U.K.

Econometric modeling of global wool market.

1972 -- 1973 Assistant Engineer, Municipal Electricity Dept, Christchurch, New Zealand

Only economist in the company responsible for demand forecasting and pricing studies.

1968 – 1972 Internships that mainly involved electrical engineering in Invercargill Municipal Electricity Department, construction of Manapouri hydroelectric project, construction of Tiwai Point aluminium smelter, and meat processing plants.

Education

1972 Master of Commerce (with Honours) in economics, University of Canterbury, Christchurch, New Zealand

1972 Bachelor of Engineering (Electrical), with Honours, University of Canterbury, Christchurch, New Zealand

1997 World Bank Executive Development Program provided by Harvard Business School, Kennedy School of Government, Stanford University and INSEAD.

Languages:

English	Fluent speaking, reading, writing
French	Speaking – fair, Reading – good, Writing – fair
Spanish	Speaking – fair, Reading – good, Writing – fair
Arabic	Speaking – fair, Reading – fair, Writing -- fair

Publications

“Costs of Corruption for the Poor” with László Lövei, published in “Energy Services for the World’s Poor”, World Bank (ESMAP) 2000

“Humanitarian Assistance, Reconstruction and Development in Afghanistan”, CPR Working paper No. 3, Social Development Department, ESSD Network, World Bank 2003

“Building Capacity in Post-Conflict Countries”, published in “Training and Human-Capacity Building in Post-Conflict Countries” Nassarine Azimi & Takashi Takahatake (eds), UNITAR Hiroshima Series in Post-Conflict Reconstruction.

“Nation Building: The Case of Afghanistan”, published in the proceedings of the UNITAR/IPS conference “United Nations as Peacekeeper and Nation-Builder”, Hiroshima 2005

“Rebuilding a Robust Afghan Economy”, chapter published in the proceedings of the conference "State Building in Afghanistan: Challenges and Opportunities", Kennedy School of Government, Harvard University as “Building a New Afghanistan”, Robert I. Rotberg (ed.), Brookings, 2006

“Managing natural resources for prosperity” Global Agenda Council on Fragile States, World Economic Forum (October, 2010)

“Post-war Programme Implementation and Procurement: Some Lessons from the Experience of Afghanistan” ODI, August 2011.

Erin Coppin, Marcus Manuel, Alastair McKechnie “Fragile States: Measuring what makes a good Pooled Fund” ODI, August 2011.

Marcus Manuel, Alastair McKechnie, Maia King "Scaling up what Works: Managing Risks in Fragile States" ODI Opinion, October 2011

"Time for a New Deal for Fragile States" op ed The Guardian (UK), November 29, 2011

Jonathan Glennie with Ahmed Ali, Maia King, Alastair McKechnie & Gideon Rabinowitz "Localising Aid: Can Using Local Actors Strengthen them?" ODI Working Paper 352 (August 2012)

Marcus Manuel, Alastair McKechnie, Maia King, Erin Coppin and Lisa Denney "Innovative aid instruments and flexible financing: providing better support to fragile states" ODI (November 2012)

McKechnie, Alastair. "Peacebuilding and Statebuilding Goals: Looking Beyond the MDGs." In *International Development in a Changing World: Canadian and Global Perspectives on Growth, Aid, and Global Governance*, edited by Kate Higgins, 55-56. Ottawa: The North-South Institute. MDG Gap Task Force. 2012. (2013).

Jonathan Glennie with Ahmed Ali, Maia King, Alastair McKechnie and Gideon Rabinowitz “Localising aid: can using local actors strengthen them?” ODI Working Paper 352 (August 2012)

Jonathan Glennie, Alastair McKechnie, Gideon Rabinowitz & Ahmed Ali,
“Localising Aid: Sustaining change in the Public, Private and Civil Society Sectors.”
Centre for Aid & Public Expenditure, ODI, London (March 2013)

Mikaela Gavas, Fiona Davies, Alastair McKechnie “European Union development
cooperation in fragile states: challenges and opportunities” Policy Department,
Directorate-General for External Policies, European Parliament, Brussels (April 2013)

Alastair McKechnie “Managing natural resource revenues: the Timor-Leste
Petroleum Fund” ODI, London (April 2013)

Alastair McKechnie, Fiona Davies “Localising Aid: Is it Worth the Risk?” Centre for
Aid & Public Expenditure, ODI, London (June 2013)

Alastair McKechnie, Tom Hart, Fiona Davies “Taking the African Development
Bank’s development impact to scale in fragile states” African Development Bank
Group, Tunis (forthcoming 2014)

Alastair McKechnie “The private sector and humanitarian action in fragile settings”
chapter in Jenny Peterson & Roger Mac Ginty eds, “Handbook on Humanitarian
Action” Routledge, London (publication expected in 2014)

Media

BBC World TV

BBC News 24 TV

C-SPAN TV Washington Journal

BBC World Service radio

VOA radio

Numerous press interviews including Financial Times, New York Times, Christian
Science Monitor

Personal

Nationality: New Zealand, US Permanent Resident

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Married, two adult daughters

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