Training Workshop

**Designing and Implementing e-Government: Key Issues, Best Practices and Lessons Learned**

**WORLD BANK SPEAKERS**

**Arleen Seed**, Senior Information Officer, ISG IF
**Bruno Lanvin**, Senior Adviser, E-Strategies, CITPO
**Carlos Braga**, Senior Adviser, PRMTR
**Charles Watt**, Senior ICT Policy Specialist, CITPO
**Deepak Bhatia**, Manager, ISG e-Government Practice, ISG IF
**Eduardo Talero**, Senior Consultant, E-Government, E-Procurement, ISG IF
**Fernando Rojas**, Lead Public Sector Management, LCSPS
**Hamid R. Alavi**, Senior Private Sector Development Spec., MNSIF
**Jemal-ud-din Kassum**, Regional Vice President, EAPVP
**Joseph Del Mar Pernia**, Sector Director, SASFP
**Mark Dutz**, Sr Private Sector Development Spec., SASFP
**Navin Girishankar**, Senior Public Sector Specialist, AFTPR
**Oleg Petrov**, Information Officer, ISG IF
**Pierre Guislain**, Manager, CITPO
**Ramesh Siva**, Lead Information Officer, ISG IF
**Randeep Sudan**, Senior ICT Policy Specialist, CITPO
**Robert Schware**, Lead Informatics Specialist, CITPO & Co-Chair, e-Development TG
**Robert Valetin**, Lead Information Officer, ISG IF & Co-Chair, e-Development TG
**Roberto Panzardi**, Senior Public Sector Management Specialist, LCSPS
**Samia Melhem**, Senior Operations Officer, infoDev
**Sanjay Pradhan**, Sector Director, PRMPS
**Sudhakar Kaveeshwar**, Program Manager, ISG IF
**Tenzin Dolma Norbu**, Senior ICT Policy Specialist, CITPO
**Waleed Haider Malik**, Lead Public Sector Management, LCSPS

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SPEAKER BIOGRAPHIES
(in alphabetical order)

Arleen Seed, Senior Information Officer, ISGIF

Arleen Cannata Seed has been the Senior Informatics Officer of the World Bank’s Informatics Advisory Service for the past two years. In this post, she advises borrower countries and peer organizations on the ICT components of their projects. She is also the head of the new Business Analyst Group in ISG. Prior to this, Arleen was the Regional ICT Officer for the World Bank’s South Asia region for three years, where she oversaw the full range of information and communication technologies for 1500 staff in five countries. Arleen joined the Bank five years ago from Africa, where she worked since 1991, first as the UNICEF’s Regional IT Officer for Eastern and Southern Africa for 6 years, followed by two years as Ernst & Young’s (South Africa) Principal IT Consultant to the Government of Botswana. At UNICEF, Arleen was responsible for 23 countries and 1800 end users, covering all management and technical issues, as well as development of systems and training; at Ernst & Young, she won the largest IT contract in the history of the branch and successfully implemented projects to automate the Botswana National Library and the Boswana Stock Exchange. She holds an MS in Management Information Systems from Columbia University in the City of New York.

Bruno Lanvin, Senior Adviser, E-Strategies, CITPO

From 2001 to 2003, Bruno Lanvin was the Manager of the Information for Development Program of the World Bank (infoDev), a multi-donor grant program focusing on extending digital opportunities for all (www.infodev.org); so far, infoDev has financed over 170 projects in some 85 countries around the world. Since early 2004, he is the World Bank’s advisor on e-strategies and related issues, based in Geneva. Since 2002, he has been editor of the ‘Global Information Technology Report’, which ranks countries according to their degree of readiness to benefit from the global information economy.

In 2000, Mr. Lanvin was appointed Executive Secretary of DOT Force, the G-8 initiative launched by the Okinawa Summit of July 2000 to bridge the Digital Divide (www.dotforce.org). He was recruited by the World Bank in September 2000 as senior advisor for e-commerce and e-government. Until then, he was Head of Electronic Commerce in the United Nations Conference on Trade and Development (UNCTAD) in Geneva.

During his twenty years with the United Nations, he has occupied various senior positions including Chief of Cabinet of the Director General of the United Nations in New-York, Head of Strategic Planning and later Chief of the SME Trade Competitiveness Unit of UNCTAD/SITE. He has been the Deputy Executive Secretary of UNISTE (UN International Symposium on Trade Efficiency) in 1994 and General Manager of GETUP (Global Electronic Trade UN Partnership) in 1998. From 1994 to 1998, he was the World Coordinator of the United Nations Trade Point Program, a global e-commerce network operating in over 100 countries. In 1999 and 2000, he managed UNCTAD’s component of the UN ‘Development Account’, devoted to e-commerce and development, and organized a series of regional and interregional workshops on e-commerce, allowing more than 2000
representatives from governments and enterprises to exchange experiences and best practices in the area of e-commerce.

A frequent keynote speaker and participants in international conferences on the ‘New Economy’, he has published a large number of articles and books on ICT and development. He was the main drafter, team leader and editor of ‘Building Confidence: electronic commerce and development’, published in January 2000. In 2002 and 2003 he has been a co-editor and author of the ‘Global Information Technology Report’ (World Economic Forum/INSEAD/infoDev). In 2002, he oversaw the production of the ‘E-government Handbook for Developing Countries’ (infoDev/CDT).

Bruno Lanvin has worked in more than 60 countries. He holds a BA in Mathematics and Physics from the University of Valenciennes (France), an MBA from Ecole des Hautes Etudes Commerciales (HEC) in Paris, and a PhD in Economics from the University of Paris I (La Sorbonne) in France. He taught in several European and American universities. He speaks and writes French (mother tongue), English, Spanish and has a working knowledge of Italian, Portuguese, Russian and some Chinese.

Carlos Braga, Senior Adviser, PRMTR

Carlos Alberto Primo Braga, a Brazilian national, is currently Senior Adviser, International Trade, The World Bank. Based in Geneva, he is responsible for covering international trade issues of relevance to developing countries vis-à-vis European-based institutions, including the OECD, the European Commission, UNCTAD and the WTO. He acts also as a Senior Adviser of the Vice-President and Chief Information Officer of the World Bank.

Before assuming this position on September 1, 2003, Dr. Braga was the Senior Manager of the Informatics Program at the Information Solutions Group of the World Bank. He was also the director of the Development Gateway initiative -- a web-based initiative for sharing information on development-related topics. Previously, Dr. Braga was the Manager of infoDev (the Information for Development Program), 1997-2001, a multi-donor grant facility administered by the Global Information and Communication Technologies Department, The World Bank. In that capacity, he was responsible for a portfolio of more than 200 innovative projects funded by infoDev grants worldwide. He was also in charge of the Bank's Y2K outreach activities in the period 1998-2000.

Dr. Braga joined the World Bank Group in 1991, as an economist in the International Trade Division of the Bank's International Economics Department. Over the 1991-94 period, he was responsible for research and projects focusing on trade in services, intellectual property rights, regional integration agreements, and trade and the environment. He was the main author of a Board paper on regionalism and, together with UNCTAD staff, prepared Liberalizing International Trade in Services: A Handbook (1994). In 1995, he moved to the Industry & Energy Department as a Senior Economist.

Prior to joining the Bank, Dr. Braga served as a consultant to the Organization of American States (OAS) in 1990. He was a Fulbright Scholar (1988/89) at the Paul Nitze School for Advanced International Studies (SAIS), The Johns Hopkins University and taught there as a visiting professor over the 1988-98 period. He was an assistant professor at the Faculdade de Economia e Administracao
Charles Watt, Senior ICT Policy Specialist, CITPO

Charles Watt is Senior Director for e-Development at Scottish Enterprise - the economic development agency for Scotland. He is currently on the Staff Exchange Program at the World Bank as a Senior ICT Policy Specialist and is working on a wide range of e-development initiatives in countries such as Sri Lanka, Kazakhstan, South Africa, Namibia and Lithuania.

Most of his 30 years in ICT have been spent in the private sector where he has held senior positions in various locations across Europe.  
His remit at SE includes: Government transformation, e-business, ICT sector development, e-learning, Telecommunications and liaison with EC and European regions. He has been responsible for major initiatives including the founding of the Interactive University (a centre of excellence for the export of secondary and tertiary education), EC approval and implementation of one of the first public sector funded open access networks, creation of a collaborative network of over 250 software companies and providing near ubiquitous coverage of broadband for business in Scotland. 
Previous to joining SE he was head of division at British Telecom responsible for the launch of ADSL as well as alliances and third party channels which grew from inception to $700m turnover in 7 years.

Charles is a graduate of Edinburgh University where he read Physics.

Deepak Bhatia, Manager, ISG e-Government Practice, ISG IF

Mr. Deepak Bhatia is the Manager of the e-Government Practice, ISG at the World Bank. He has broad knowledge of the intricacy of IT and a deep understanding of the complexity of strategy development for process and IT integration. Deepak's expertise guides E-Government Practice in providing tactical, operational, and facilitation services to the Bank's operational teams. Under his leadership the e-Gove team assists with the identification, assessment, and re-engineering of IT components in operational projects and oversees the Informatics components of Bank loans in several countries. Having joined the World Bank in 1984, Deepak brings 20 years of knowledge and experience in providing support to Bank's operations involving IT components. His experience includes: manager for the Operations and Resource Management systems for systems renewal; manager for the Information and Document Management team in ISG; and project manager for the sector-theme reclassification project. Deepak holds Masters degrees in Computer Applications (M. Eng) and in Business Administration (M.B.A)
Vice President & Chief Information Officer, is the World Bank's senior management spokesperson on information and technology management. He led the implementation of a wide range of information & technology initiatives including global communications and distance learning, renewal of enterprise business, information and knowledge management systems in order to align services with the needs of Bank operations around the world. He has worked extensively with developing countries in helping the implementation of IT-enabled business and reform strategies. Before joining the Bank, Mr. Muhsin was a business manager in Sri Lanka, and worked for 10 years as financial director of Zambia's Industrial and Mining conglomerate. He was also an Advisor on State Enterprise Reform to the President of Zambia.

**Eduardo Talero**, Senior Consultant E-Government, E-Procurement, ISGIF

Eduardo Talero is a senior consultant on e-government, e-procurement and public financial management. He retired from the World Bank in June 2001 after a 27-year career in information systems, including fifteen years as leader of technical consulting services for government information systems components of World Bank operations worldwide.

From 1999 to 2001 Mr. Talero led the development of World Bank strategy and operational guidance on electronic government procurement.

As a World Bank consultant since early 2002, Mr. Talero has been the e-government specialist for the E-Sri Lanka Development Project and currently for preparation of a proposed country-wide E-Government operation with the government of India. He also serves as senior advisor and speaker on e-procurement.

Mr. Talero holds graduate degrees in Finance from George Washington University, and in Public Administration from Harvard University.

**Fernando Rojas**, Lead Public Sector Management, LCSPS

Fernando Rojas, a Colombian National, joined The World Bank in August 1998 as Sr. Public Sector Management Specialist for the Latin America and the Caribbean (LCR) Region. He has since been promoted to Lead Public Sector Management Specialist. In this capacity, Fernando Rojas has led several World Bank’s projects on State Reform, Fiscal Policies and Institutional Development at the Subnational Level in countries like Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay and Peru. These projects aimed at the transformation of public/private roles with emphasis on community participation and local development, strategies for state decentralization and private sector participation, institutional developments for harmonizing representative and participatory democracy, fiscal Decentralization in Latin America.

He has also written "Mexico Fiscal Federalism" (with A. Diaz and J. A. Gonzalez), a Chapter in Fiscal Federalism (T.N. Srinavassan, ed.), Cambridge University Press (forthcoming publication) “The Demand for Governance and Quality of Government” “At the Crossroads of Decentralization: Recentralization, Federalization”, “Reform of Public Administration and of the State in Colombia”, which are Chapters in the World Bank publication “Colombia, The Economic Foundation of Peace”; “The Political Context of Decentralization in Latin America”, chapter of the


Fernando Rojas was also a Visiting Fellow, ‘State Reform’ and ‘Urban Development’ at Harvard University (1996-1998); Visiting professor, Osgoode Hall Law School, York University in Toronto, Canada (Spring Term, 1990); University of Amsterdam, The Netherlands (Fall Semester, 1989), as well as other respected Universities, such as the Universidad Nacional de Colombia; the Law School at the University of Wisconsin, Madison; University of Los Andes in Bogota, Colombia.

Fernando Rojas is the author of several books and articles like “Economia Publica Contemporanea : Restructuracion Gradual Imperceptible de una Disciplina” (ESAP, Bogota, 1996); Elementos de Finanzas Publicas, Colombia, Bogota : Editorial Temis, 1985 (with O. Alviar). Born in Cali, Colombia in April 21, 1948, Fernando Rojas is married with four children.

**Hamid R. Alavi**, Senior Private Sector Development Spec., MNSIF

Hamid Alavi is currently the Regional Trade and Transport Facilitation Coordinator for the MENA Region. In addition to several years of policy advice to client governments, he has substantial operational experience in MENA and other regions, related to private sector development, competitiveness and export development. Some recent work that he has managed include Tunisia export development projects 1 and 2, trade logistics assessments in Syria and Yemen, Trade facilitation work in Morocco, Egypt and Jordan, as well as ICT strategy for Tunisia.

**Jemal-ud-din Kassum**, Regional Vice President, EAPVP

Mr. Jemal-ud-din Kassum is the Vice President for the World Bank East Asia and the Pacific Region. Mr. Kassum assumed responsibility for the region on March 1, 2000 and oversees an annual $3 billion lending program of about 40 development projects and a $21 billion portfolio spread across several hundred projects. The East Asia and the Pacific Region encompasses 23 countries including China, the Bank’s largest client.

Previously, Mr. Kassum was Vice President, Investment Operations, at the International Finance Corporation (IFC), where he had global responsibility for all new investments undertaken by the IFC. The IFC, a member of the World Bank Group, is the largest multilateral source of debt and equity financing for the private sector in emerging markets.
Mr. Kassum joined the World Bank Group through the Young Professionals Program in 1974 and moved to the IFC in 1975. After six years of investment work in the Africa region and two years as Special Assistant to the Executive Vice President, IFC, he held a number of management positions in the Asia region including Division Manager, Department of Investments, Asia (1983) and Chief of IFC's Regional Mission in New Delhi (1987). Mr. Kassum became Director, Department of Investments, Asia II, in 1988. In July 1992, he was appointed as one of three vice presidents responsible for new investments and portfolio operations, and in January 1997, he was appointed to the position of Vice President, Investment Operations.

Mr. Kassum, a Tanzanian national, studied at Harrow School, England, and holds an engineering with economics degree from Oxford University (1970) and an MBA from Harvard Business School (1974).

**Joseph Del Mar Pernia**, Sector Director, SASFP

Mr. Pernia, a Filipino national, joined the Bank in 1979 as an Operations Officer in the Industrial Development & Finance Division in The South Asia Region. After spending nearly ten years in the EMENA/ECA region, he returned in 1996 to the South Asia Region as Lead Financial Sector Specialist, and in October of 2002 became Director of the Finance & Private Sector Development Unit in the South Asia Region.

Mr. Pernia's country work experience include Bangladesh, India, Jamaica, Sri Lanka, Nepal, Philippines, Pakistan, Caribbean Area, East Asia, South Asia, Turkey, Bulgaria, Macedonia, Romania, and the Maldives.

**Mark Dutz**, Sr Private Sector Development Spec., SASFP

Mr. Mark Dutz is Senior Economist in the World Bank’s South Asia Finance and Private Sector Development unit. His responsibilities include promoting private participation in public services, spurring competition and entrepreneurship, and more broadly assisting countries in facilitating the growth of agile and innovative enterprises. As part of his current work program, he is co-managing the preparation of an e-governance project in India (e-Bharat) and has prepared a policy note for Government of India on “Building Capacities for Public Private Partnerships (PPPs)”.

Prior to joining this unit in late 2003, he was on extended leave from the Bank Group, most recently as Senior Advisor to the State Minister of Economy and to the Turkish Treasury on Infrastructure and PSD Issues in Ankara, Turkey. His responsibilities over the 2001-2003 period included: providing advice on infrastructure reforms; supporting improvements in the investment climate; and managing a GTZ project to increase private participation in public services via PPPs. Before that, he worked for three years as principal economist in the Office of the Chief Economist, EBRD in London.

During his earlier period at the World Bank, Dr. Dutz worked on competition, infrastructure and private sector development issues, first by providing targeted advice across the Bank’s countries.
of operation, then in an operational capacity in Latin America, and finally as a member of the Competition and Regulation Task Force in the Office of the Chief Economist. Dr. Dutz has taught at Princeton University, has worked as consultant to OECD’s Competition Division and to the WTO, and has published related articles in journals and monographs. He holds a PhD in economics from Princeton University and a Masters in public affairs from Princeton’s Woodrow Wilson School.

Navin Girishankar, Senior Public Sector Specialist, AFTPR

Navin Girishankar is currently a Senior Public Sector Specialist in the Africa Region of the World Bank. Over the past five years, he has led Bank teams on several IDA operations including those supporting civil service reforms, public financial management reforms, decentralization, and legal and judicial reforms across Southern and Eastern Africa. Most recently, he has led IDA’s largest support program (USD 100 million) for a Sector Wide Approach to Ethiopia’s Public Sector Capacity Building Program (PSCAP). In addition leading the Bank’s efforts from the field in Addis Ababa between 2002 and 2004, Navin has contributed to and led several analytical pieces in Uganda, Malawi, South Africa, and Ethiopia.

Prior to joining the Africa Region, Navin worked as an Evaluation Officer in the Operations Evaluation Department of the Bank, where he task managed studies on civil service reform, service delivery, and evaluation methodology. Before joining the Bank, he was the Domestic Policy Analyst for the Progressive Policy Institute. Navin has written and published articles on the institutional underpinnings of poverty reduction, decentralization, evaluation methodology, public management, and civil service reform. He holds graduate and undergraduate degrees from Harvard University and Williams College respectively.

Oleg Petrov, Information Officer, ISG IF

Oleg Petrov (workshop coordinator) serves as Information Officer at the e-Government Practice of the ISG Informatics Program of the World Bank. He also facilitates e-Development Thematic Group. Earlier he was the managing editor for Afghanistan Reconstruction and the Information and Communication Technologies (ICT) for Development communities on the Development Gateway. Until 2002 he was the regional coordinator for Country Gateways in Central Asia and Eastern Europe, and task managed several Country Gateways in South and East Asia. Oleg was one of the authors of the concept of Development Gateway and e-development. Before joining the Gateway in 2000, Oleg worked for the World Bank in private and financial sector development and knowledge management since June 1996. Oleg holds a Masters degree from the Fletcher School of Law and Diplomacy at Tufts University, and Bachelor degrees from Moscow International University and Plekhanov Russian Academy of Economics.
**Pierre Guislain, Manager, CITPO**

Pierre Guislain, a Belgian national, is the Manager of the World Bank Group’s Information and Communication Technologies Policy Division. In this position, Pierre is in charge of the Bank’s telecommunications and postal sector project and analytical portfolio and provides support on the broader ICT and e-development agenda. His team operates in about eighty countries in all client regions of the Bank and is part of the joint Bank-IFC Global ICT Department (GICT).

Pierre joined the World Bank in 1983 and worked successively in the West Africa Projects Department, the Legal Department, the Asia Technical Department, and the Private Sector Advisory Services Department, before joining GICT in October 2001. From 1997 to 2001, he was based in Brussels where he managed a joint program between the World Bank and the European Commission on Private Participation in Mediterranean Infrastructure.

Pierre is the author or editor of several publications on ICT, infrastructure sector reform and privatization, including *ICT & Development – Enabling the Information Society*, a December 2003 compilation prepared for the World Summit on the Information Society, and *The Privatization Challenge*, a 1997 World Bank book on the strategic, legal, and institutional aspects of privatization. Over the last 15 years, he has advised many governments on infrastructure and telecommunication sector reform, with emphasis on issues of market structure, competition, regulation and privatization.

Pierre holds an MPA in Economics and Public Policy from Princeton University and a graduate law degree from the University of Louvain.

**Ramesh Siva, Lead Information Officer, ISGIF**

Mr. Siva is the lead person for the East Asia Pacific Region from the ISG Informatics Program. In the EAP Region, his focus has been on Bank projects with major ICT components in the public sector. His expertise includes integrated financial management systems, business systems, capacity planning and design and development of IT strategies. He has been involved in designing, developing and operating Information Technology solutions for over 20 years. He was heavily involved in the Information Architecture function for Bank, formulating strategic approaches for integrating information and knowledge to increase utility to internal and external clients. He has developed the ICT components of a number of projects participating in all aspects of the project cycle, key member of the teams that delivered projects in Malaysia, Indonesia and Argentina. As a Task Manager, he supervised investment projects in Malaysia and Argentina, infoDev grants in Ethiopia and Eritrea and restructured projects in Indonesia during the Asian Financial Crisis. As Unit Chief of the Information Delivery Unit, ISG, his areas of responsibility covered the World Bank’s Intranet and the Institution’s external Web on the Internet. In this capacity, he also co-authored the first World Bank Internet strategy, which positioned the Bank strategically at the intersection of development knowledge exchange.
Randeep Sudan, Senior ICT Policy Specialist, CITPO

Randeep Sudan has been a member of the Indian Administrative Service since 1983. He completed his post-graduation in Economics from the Jawaharlal Nehru University at Delhi, and holds a Masters degree in Social Policy and Planning from the London School of Economics. He was a key member of Chief Minister Naidu’s team in the Indian state of Andhra Pradesh, for nearly 9 years (1995-2004). As Special Secretary to the Chief Minister and ex-officio Secretary Information Technology, he was closely associated with policies and strategies that led to the emergence of Andhra Pradesh as one of the leading states in e-Government in India. He has been a consultant with the Asian Development Bank, and has taught at the Department of Informatics at the University of Oslo.

Robert Schware, Lead Informatics Specialist, CITPO & Co-Chair, e-Development Thematic Group

Robert Schware is Lead Informatics Specialist in the World Bank’s Global ICT Department. He was the Task Manager of the Bank Group’s Information and Communications Sector Strategy Paper. He has twenty years of experience in Bank operations working on telecommunication reform and information technology-related projects in East and South Asia, Africa, the Caribbean, and the Middle East. Before joining the World Bank, Dr. Schware consulted for UNIDO, the UN Software Technology Institute in Macau, UNRISD, and USAID. He conducted some of the first field work in the use and effectiveness of microelectronic technology applications in rural development projects in the Middle East and Africa. He has authored and co-authored several books and papers on information technology including, an Internet Toolkit Manual for Policy Makers in Africa, Information Technology and National Trade Facilitation Guide to Best Practice, and Rural Applications of ICT in India. He lives in the People’s Republic of Takoma Park, Maryland with his wife, author of Family Travels in India, and three children.

Robert Valantin, Lead Information Officer, ISGIF & Co-Chair, e-Development Thematic Group

Robert Valantin has spent the last 25 years working with developing countries and development agencies to help them effectively use Information and Communication Technologies (ICTs) to solve practical problems and to improve access to knowledge for development. He has worked closely with a wide variety of organizations including multilaterals, bilaterals, UN agencies, NGOs, developing country research institutes, universities, foundations, and private sector organizations in Latin America and the Caribbean, Asia, the Middle East, and Africa as well as in the North.

Prior to joining the world Bank in 2001, Robert initiated or managed many of the program investments of Canada’s International Development Research Centre (IDRC) involving ICTs in areas such as informatics, telematics, geomatics, statistical information systems, information and communications networking, and software development. At the Bank, he managed a program involving more than 50 Country Gateways, locally owned and operated country-level initiatives that promote capacity building and knowledge sharing, as part of the Development Gateway initiative. He currently leads the Development Information Group within the Informatics Program in ISG.
This group coordinates the development and operation of the Bank's External Web (www.worldbank.org), in close cooperation with External Affairs, and it hosts a small new Geographic Information Systems (GIS) program within the Bank. Robert also co-chairs the Bank's E-Development Services Thematic Group.

Robert has also had experience in the private sector, having owned and operated a consulting company in Canada, and in government, having worked on telecommunications policy for a provincial government in Canada and having assisted the Government of South Africa on telecommunications policy reform during the post-apartheid transition period.

**Roberto Panzardi**, Senior Public Sector Management Specialist, LCSPS

Roberto Panzardi is the Senior Public Sector Management Specialist, Latin America and the Caribbean Public Sector group.

**Samia Melhem**, Senior Operations Officer, infoDev

Samia Melhem has been at the WBG since 1987, working on Operations in the Regions (ECA, EAP, Africa), in ISG as a Strategy and Policy Officer then as an ICT Specialist in the Anchor Unit for Policy in the Global ICT Group. She has worked on projects where ICT was deployed to improve public sector governance (in tax and customs modernisation, civil service reform, Central Bank reform, land management etc.) or to improve impact of Education and health reform. She coordinated the CITPO ICT portfolio for the Middle East Region, Telecoms Reform projects in the Maghreb and she managed the GIIT training program since 2000. She is now a Sr. Operations Officer at Infodev and her thematic focus is now coordinating InfoDev's Access for All program.

**Sanjay Pradhan**, Sector Director, Public Sector Governance (PRMPS)

Mr. Sanjay Pradhan is Director, Public Sector Governance for the World Bank. He is responsible for providing the strategic directions for the World Bank's global work across all member countries on improving public sector governance and combating corruption.

Mr. Pradhan earlier served as the World Bank’s Sector Manager, Public Sector and Poverty Reduction for the South Asia region, including Bangladesh, India, Nepal, Pakistan and Sri Lanka. Prior to that, he was responsible for managing the Bank’s unit supporting governance and public sector reform in 26 countries across Central and Eastern Europe and the former Soviet Union, including Russia, Ukraine, Turkey, Hungary, Poland, Kazakhstan, among others.
Mr. Pradhan was a Principal Author of the World Development Report 1997, *The State in a Changing World*. He presented the WDR in 20 countries across regions, including press conferences, high-level seminars, and presentations to Heads of State and Parliament, including the British House of Commons. He has authored numerous publications, including articles, books and policy papers.

Mr. Pradhan completed his PhD from Harvard University in 1988, and his Bachelor’s degree from Harvard College, Harvard University in 1982.

**Sudhakar Kaveeshwar**, Program Manager, ISGIF

Sudhakar G. Kaveeshwar, is a key Bank expert on information and communications technologies, and implementation/management of large scale Information Systems. He is the Program Manager of the Informatics Program, Information Solutions Group where he is responsible for managing the E-Government Group and the World Bank’s External Web Program.

**Tenzin Dolma Norbhu**, Senior ICT Policy Specialist, CITPO

Tenzin Dolma Norbhu joined the Bank in 2000, and is a senior ICT policy specialist in the World Bank’s Global ICT Department. She works on Bank operations in ICT sector policy, regulatory reform and infrastructure projects in East and South Asia, and Africa. She is also involved in the development of public private partnership programs for rural information and communications infrastructure projects in a number of countries. Prior to joining the Bank, she headed the telecommunications regulatory authority in Bhutan.

**Waleed Haider Malik**, Lead Public Sector Management, LCSPS

Mr. Waleed Haider Malik, a Pakistani national, is Lead Public Sector Management Specialist in the Public Sector Group in the Latin America and the Caribbean Region. He has over eighteen years experience in developing countries in the public and private sectors. During the last twelve years he has been dealing with judicial reform and public sector modernization issues in several countries including Mexico, Guatemala, Venezuela, Poland, Egypt, El Salvador, Sri Lanka, Panama, Brazil, Spain, Pakistan, Philippines, Singapore, Russia and Honduras.

Mr. Malik has published articles and papers on judicial reform and its importance in economic development, access to justice, justice and technology, civil service reform, and participatory methods of project development. These include:

- Judicial Reform in Latin America: Towards a Strategic Use of Information and Communication Technologies, in *Justice and Technology in Europe: How ICT is*


