

ARUN ARYA – ACADEMIC CURRICULUM VITAE

CONTACT INFORMATION

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ACADEMIC PROFILE

I am a scholar–practitioner in public policy and public financial management, with over three decades of experience in senior administrative roles in the Indian Administrative Service and international advisory positions at the World Bank, GIZ, and DANIDA. My research interests lie in understanding why formal fiscal and administrative reforms often fail to translate into effective implementation, focusing on capital budget execution, institutional incentives, and state capability in developing countries.

My doctoral research builds on extensive experience with administrative data, institutional diagnostics, and reform programmes across Indonesia, South Asia, and fragile contexts. I am particularly interested in identifying causal mechanisms linking organisational characteristics, procurement systems, and bureaucratic incentives to observed implementation outcomes, and in contributing to theory-building at the intersection of public administration and political economy.

I am currently completing the MSc in Public Administration at the London School of Economics, where I have undertaken advanced coursework in public economics, policy analysis, and empirical methods, complementing my professional background with formal research training.

EDUCATION

Master of Public Administration (Ongoing)

London School of Economics and Political Science (LSE), United Kingdom — *Expected July 2026*

Performance: Distinction (70) in Public Economics. High Merit average across completed modules.

Coursework in public economics, policy analysis, empirical methods, fiscal governance & budgeting.

Master of Business Administration (MBA equivalent)

Indian Institute of Management Ahmedabad, India—*1985*

- Two-year full-time Post Graduate Diploma in Management (PGDM).

Bachelor of Arts (Honours) in Economics

University of Delhi (St. Stephen’s College), India – *1983*

PROFESSIONAL TRAINING & CERTIFICATIONS

Quantitative & Analytical Methods

- Stata Training — London School of Economics
- Data Science Ready — Harvard

Public Finance & Governance

- Public Financial Management — ACCA (UK)
- Law & Public Administration — Lal Bahadur Shastri National Academy of Administration

Systems & Digital Governance

- TOGAF Enterprise Architecture (Open Group Certified)
- Internet of Things — GSMA

RESEARCH AND POLICY OUTPUTS

Project Performance Assessment Reports (PPARs), World Bank Independent Evaluation Group

Ex post, theory-based evaluations using case study design, document and portfolio review, administrative data analysis, and key informant interviews.

- **Ghana** — Assessment of ICT-enabled public sector reforms, examining institutional coordination, implementation capacity, and sustainability of digital governance interventions.
- **Sierra Leone** — Evaluation of public financial management reforms, analysing institutional capacity, incentive structures, and reform sustainability in a fragile, post-conflict context.
- **Nepal** — Review of decentralised rural water supply and sanitation interventions, focusing on intergovernmental coordination and subnational implementation dynamics.

Implementation Completion and Results Report (ICRR): Public Finance Modernization Project, Ukraine (World Bank, 2016)

- Ex post completion assessment analysing achievement of reform objectives, implementation performance, and institutional outcomes of a PFM modernisation programme; report received an “Exemplary” quality rating from IEG.

Public Expenditure and Financial Accountability (PEFA) Assessments

Standardised, indicator-based institutional diagnostics using the PEFA 2016 Framework, combining legal and regulatory analysis, administrative data review, documentary evidence, and structured stakeholder interviews.

- **Yemen** — Full PEFA assessment of the public financial management system, analysing budget credibility, transparency, controls, and fiscal risk management in a fragile and conflict-affected context.
- **Indonesia (PEFA Gender)** — Gender-responsive PFM assessment applying the PEFA Gender framework to examine integration of gender considerations across budgeting, execution, and oversight; included piloting and methodological inputs that informed the global PEFA Gender framework.

Institutional Diagnostics & Analytical Reports

- **Institutional Diagnostic of Low and Slow Central Government Capital Budget Execution**, Indonesia (World Bank, 2020)
Mixed-methods institutional diagnostic combining administrative budget execution data, process mapping, and organisational analysis to identify procurement, land acquisition, planning, and incentive-related bottlenecks underlying low and delayed capital spending.
- **Climate Change Institutional Assessment (CCIA)**, Indonesia (World Bank, 2022)
Institutional diagnostic applying the World Bank CCIA framework to map governance arrangements, coordination mechanisms, and accountability structures shaping climate policy formulation and implementation.
- **Aligning the State Budget with Climate Priorities**, Indonesia (World Bank, 2022)
Analytical framework examining how climate objectives can be integrated into budget formulation, classification, and execution processes, with a focus on fiscal institutions and implementation mechanisms.
- **Public Expenditure Review: Spending for Better Results**, Indonesia (World Bank, 2020)
Lead author of the Public Financial Management chapter, providing an analytical assessment of budget credibility, expenditure execution, and institutional constraints using administrative fiscal data and diagnostic PFM frameworks.
- **Judicial Performance, Caseload, and Expenditure Review**, Bulgaria (World Bank, 2014)
Analytical review of justice-sector performance examining caseload trends, expenditure patterns, and institutional efficiency using administrative and budgetary data.
- **World Piloting of Implementation of the United Nations Convention Against Corruption (UNCAC)**, Honduras (World Bank, 2011)
Institutional and implementation assessment examining how UNCAC provisions were translated into domestic legal, organisational, and enforcement frameworks, with a focus on coordination, capacity, and compliance mechanisms.
- **Digital Transformation Vision and Enterprise Architecture Blueprint**, Ministry of Finance, Indonesia (World Bank, 2021)
Enterprise architecture-based institutional analysis using TOGAF methodology to assess business processes, data, applications, and governance arrangements, and to develop a digital transformation vision and implementation roadmap for a core fiscal institution.

Policy Reports & Fiscal Notes

Applied fiscal policy analyses drawing on budget documents, administrative execution data, and PFM diagnostics to examine credibility, prioritisation, and sustainability of public budgets in fragile and resource-dependent contexts.

- **Fostering Gender Equality through Gender-Sensitive Fiscal Policy**, Iraq (GIZ, 2023)
Policy note analysing how budget formulation and execution processes can incorporate gender considerations to improve allocative priorities and fiscal effectiveness.
- **Credibility, Priorities, and Sustainability of the Iraqi Budget 2023–2025** (GIZ, 2023)
Analytical review of medium-term budget credibility and prioritisation, examining fiscal risks, expenditure composition, and institutional constraints.
- **Level and Pace of Budget Execution and Implications for Budget Credibility**, Iraq FY2023 (GIZ, 2023)
Analysis of execution dynamics using administrative budget data to assess how delays and spending patterns affect fiscal credibility and policy outcomes.

Academic Work (London School of Economics)

- **How Should the UK Reform Its Taxation of High-Income Individuals?**
Public Economics essay analysing optimal taxation, equity–efficiency trade-offs, and policy design. (Distinction, 71/100)

- **Bureaucrats or Interest Groups? Public Service Leadership and Policy Implementation**
Analytical essay examining bureaucratic autonomy and political influence through public administration and political economy lenses. (High Merit, 69/100)
- **From Access to Impact: Evaluating the Causal Effects of the Pradhan Mantri Ujjwala Yojana (PMUY)**
Empirical methods essay applying causal evaluation logic to assess programme impacts on LPG adoption, sustained use, indoor air pollution, and public health in India. (Empirical Methods coursework; writing sample)

PROFESSIONAL EXPERIENCE

World Bank Group — Washington DC; Middle East; South Asia; East Asia (2006–2022)

Senior Public Sector Management Specialist / Task Team Leader (PFM & Governance)

- The role combined policy advice and technical assistance with sustained analytical and diagnostic work on public financial management and governance systems, generating the empirical and institutional questions that underpin my proposed doctoral research.
- Provided **policy advice, technical assistance, and analytical support** to ministries of finance and central agencies on public financial management and governance reforms across Indonesia, the Middle East, Africa, Eastern Europe, and Latin America.
- Led and supervised **analytical and diagnostic work** on budget credibility, capital budget execution, procurement, cash management, and fiscal transparency, informing national reform strategies, development policy operations, and investment lending.
- Designed and delivered **technical assistance and capacity-building programmes** translating diagnostic findings into sequenced institutional reforms, including medium-term fiscal frameworks, IFMIS, budget execution reforms, accountability systems, and institutional capability development within ministries of finance.
- Conducted and oversaw **evaluation and measurement work**, including Project Performance Assessment Reports (IEG), Implementation Completion and Results Reports, and PEFA assessments (standard and supplementary frameworks), analysing implementation performance and institutional sustainability.
- Advised governments in **fragile and post-conflict contexts** (e.g. Yemen, Iraq, Sierra Leone) on restoring budget credibility, strengthening core fiscal institutions, and managing reform under political and capacity constraints.
- Applied **enterprise architecture (TOGAF)** and systems analysis to diagnose organisational fragmentation and design digital transformation visions and implementation roadmaps for ministries of finance.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH — Baghdad, Iraq (2022–2024)

Senior Public Financial Management Adviser

- Provided **policy advice, analytical support, and technical assistance** to the Government of Iraq on fiscal credibility, prioritisation, and sustainability, with a focus on medium-term budgeting and execution dynamics.
- Authored **policy notes on gender-responsive fiscal policy** and on the credibility and sustainability of the 2023–25 budget, translating analytical findings into actionable reform recommendations.
- Designed and piloted **digital cash-management and decision-support tools**, strengthening treasury operations, real-time fiscal analytics, and cross-ministerial coordination.
- Delivered **capacity-building support** to central government staff on public investment management and budget reform, strengthening institutional capability for project appraisal and execution.
- Coordinated with bilateral and multilateral partners to align fiscal reform initiatives with national priorities; analytical contributions were formally commended by the EU Head of Cooperation.

Senior Sector Adviser, Water and Sanitation

- Led the development of Bangladesh’s **Sector Development Programme (SDP)** for water and sanitation, emphasising decentralised, pro-poor service delivery and engagement of local governments to achieve nationwide access to safe water and sanitation.
- Supported the evolution of the SDP into a **Sector-Wide Approach (SWAp)** and **Sector Budget Support (SBS)** framework, aligning development partner financing with national sector priorities and expenditure systems.
- Partnered with **UNICEF and the Ministry of Local Government** to support programme implementation, linking sector governance and financing arrangements to improved health outcomes for children and mothers through better hygiene and reduced time burdens.
- Coordinated with government and development partners to monitor and scale **community-driven WASH initiatives**, strengthening institutional arrangements for equitable and sustainable service delivery.

Indian Administrative Service (IAS), Government of India — Uttar Pradesh Cadre (1985–2006)

- Served in senior administrative and policy roles at **district, state, and departmental levels**, with responsibilities spanning fiscal administration, rural development, water and sanitation, social welfare, and public enterprise reform.
- Led **policy formulation and institutional reform** in key sectors, including development of Uttar Pradesh’s **Groundwater and Minor Irrigation Policy** and strategic vision for groundwater conservation and irrigation potential creation.
- Held senior leadership roles in **public finance and budget management**, including as **Joint Secretary (Finance)**, overseeing budget preparation, treasury operations, and early digitalisation of fiscal processes to improve expenditure efficiency and service delivery.
- Directed large-scale **decentralised service delivery programmes** in water, sanitation, rural development, and social welfare, working through Panchayati Raj Institutions and community-driven models to strengthen local implementation capacity and accountability.
- As **Director of the World Bank–assisted SWAJAL Project** and later **SWAJALDHARA Programme**, led the design and scale-up of community-managed rural water and sanitation systems, contributing to a nationally replicated programme for decentralised WASH service delivery.
- Served as **District Magistrate and Chief Development Officer** in multiple districts, overseeing fiscal administration, development programmes, and social protection measures, with a focus on equitable access, land rights, and inclusion of marginalised communities.
- As **Managing Director of a state-owned enterprise (UPTRON India Ltd.)**, led organisational restructuring and diversification initiatives, strengthening financial performance and governance.

RESEARCH INTERESTS & METHODS

My research focuses on why formal fiscal and administrative reforms often fail to translate into effective implementation, with particular attention to capital budget execution, public investment management, and state capability in developing countries. Methodologically, I draw on institutional diagnostics, theory-based and mixed-methods evaluation, comparative political economy, and analysis of administrative fiscal data using tools such as Stata, digital PFM systems, and enterprise-architecture–based systems analysis (TOGAF).

TEACHING & ACADEMIC ENGAGEMENT

- **Visiting Faculty**, Lal Bahadur Shastri National Academy of Administration (LBSNAA) and select public policy institutions (2015–2025)

Taught development economics, public finance, and digital governance to mid-career civil servants and public sector leaders; designed evidence-based teaching modules linking research to policy reform.

- **Executive Education & Academic Mentoring**, Indonesia, Iraq, Yemen
Delivered advanced policy seminars for senior finance officials and mentored PEFA teams on data collection, analytical reasoning, and assessment methodology.
- **Guest Lecturer**, Indian Institute of Management Lucknow (2024)
Lecture on digital transformation in governance, integrating global PFM cases and analytical frameworks.

HONOURS & RECOGNITION

- **High Merit and Distinction**, Executive Master of Public Administration, London School of Economics.
- **World Bank “World Changer” Award** (2020) for contributions to public financial management reform in Indonesia.
- **Outstanding IAS Probationer** (1985–1987), Government of India.

LANGUAGES

- **English:** Fluent
- **Hindi:** Native
- **Nepali:** Working proficiency

ACADEMIC REFEREES

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