

ARUN ARYA

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CAREER SUMMARY

Senior Public Financial Management and Governance Specialist with over two decades of experience supporting governments and development partners on **local governance, public investment management, and budget systems** in fragile, reform-intensive, and post-conflict contexts across Asia, the Middle East, Africa, and Eastern Europe. Extensive experience working with **national and sub-national governments** to translate fiscal and governance reforms into improved service delivery and institutional performance, with a strong focus on planet sectors including climate resilience, water supply/sanitation, and environmental sustainability.

At the World Bank, I led large-scale, donor-financed PFM and public investment reforms, including management of Indonesia's US\$29 million EU-, Swiss-, and Canada-financed PFM Multi-Donor Trust Fund, supporting capital budget execution, sub-national fiscal systems, and transparency across more than 24,000 administrative units. My work emphasized **public investment planning, execution bottlenecks, and institutional capacity at central and local levels, integrating climate and disaster risks into fiscal frameworks**. In Iraq, I served as Senior Adviser under a €25 million EU-funded programme with GIZ, helping realign fiscal and investment reforms with implementation realities in a fragile, recovery-oriented environment.

Across roles, I am recognized as a trusted adviser to Ministries of Finance and line ministries, with a strong focus on **pragmatic reform sequencing, capacity building, and institutional ownership**, particularly at the local government level. My experience spans **budget formulation and execution, public investment management, treasury and FMIS modernization, fiscal transparency, and governance diagnostics**, with sustained engagement in decentralized service delivery and local administration, including evaluations of water, climate, and environmental programs for development effectiveness.

I am currently pursuing an Executive Master of Public Administration at the London School of Economics, complementing an MBA from IIM Ahmedabad and a BA (Honours) in Economics from St. Stephen's College. I have been consistently top-rated in senior international roles and am recognized by development partners for leadership of complex, donor-financed governance and public finance reform programmes.

Country experience: India, Bangladesh, Iraq, Egypt, Jordan, Lebanon, Yemen, Ukraine, Bulgaria, Ghana, Sierra Leone, Nepal, Indonesia, Honduras, Germany, Denmark, USA.

CORE COMPETENCIES

Leadership, Advisory & Programme Management: Strategic policy advisory · Team leadership in matrixed environments · Programme and portfolio management · Capacity building of national and local authorities · Stakeholder engagement and policy dialogue · Donor-funded programme oversight · Evidence-based diagnostics and learning

Fiscal Governance, Public Investment & Risk Management: Budget formulation and execution · Public investment planning and execution · Capital budget prioritization and bottleneck diagnostics · Treasury systems and FMIS modernization · Medium-term fiscal and budget frameworks (MTFF/MTBF) · Fiscal transparency and budget credibility · Fiscal sustainability analysis · Fiscal risk identification and management, including climate and disaster risk financing · Budget analysis and scenario building.

Evaluation, Diagnostics & Reform Tools: Independent evaluations (PPARs, ICR Reviews, sector evaluations) · PEFA diagnostics (including Climate and Gender PEFA) · Public Expenditure Reviews (PERs) · Theory-based and mixed-methods evaluation · Stata for macro-fiscal analysis, efficiency metrics, and scenario analysis

Recovery, Reform Sequencing & Institutional Strengthening: Reform design in fragile and post-conflict contexts · Pragmatic sequencing and implementation realism · Risk identification and mitigation in complex environments · Integrating governance and PFM reforms into routine government processes including disaster risk financing and climate-resilient budgeting.

Donor Coordination & International Engagement: Multi-donor trust fund management · Coordination with bilateral and multilateral partners · EU-funded programme implementation and reporting · Comparative governance experience in EU neighbourhood and accession-oriented contexts

Digital Public Finance & Analytics (Supporting Skills): Digital transformation of public financial systems · Decision-support dashboards · Use of analytical tools (including Stata) to support budget and investment analysis with mixed-methods evaluation expertise for assessing outcomes in planet sectors.

PROFESSIONAL EXPERIENCE

DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) GMBH (GERMAN DEVELOPMENT COOPERATION)

Senior Public Finance Management Adviser. Sep 2022 – Dec 2024 Baghdad, Iraq

Provided senior advisory support to the Government of Iraq under a **€25 million EU-funded programme** on public finance and financial markets, working in a **fragile, recovery-oriented context** marked by fiscal stress, donor dependence, and institutional capacity constraints.

- Led analysis of **budget credibility, prioritization, and sustainability** for the 2023–25 budget cycle, supporting government decision-making under constrained fiscal space and post-crisis recovery conditions.
- Advised the Ministry of Finance on strengthening **budget frameworks, transparency, and fiscal risk awareness**, with a focus on translating reform objectives into implementable actions.
- Delivered hands-on **capacity building on public investment management**, including training Ministry of Planning staff on project prioritization, sequencing, and execution.
- Authored a **Gender-Responsive Fiscal Policy Note**, supporting integration of gender considerations into budget analysis and reform dialogue, and contributing to more inclusive fiscal decision-making.
- Designed and piloted a **Digital Cash Management and Decision-Support Dashboard**, enhancing treasury operations, real-time monitoring, and coordination across ministries.
- Coordinated closely with **EU institutions and bilateral and multilateral partners**, aligning reform priorities with national recovery objectives and facilitating policy dialogue.
- Recognized by the **EU Head of Cooperation** for the quality, practicality, and policy relevance of fiscal reform analysis.

THE WORLD BANK GROUP

Washington, DC, 2006-2022

Senior Public Sector Management Specialist.

Jan 2018-Sep 2022

Governance Global Practice (EEAG1)

Jakarta, Indonesia

Served as Task Team Leader and senior technical lead for Indonesia's **US\$29 million Public Financial Management Multi-Donor Trust Fund (EU, Switzerland, Canada)**, with responsibility for both **central and subnational PFM reform**, supporting decentralized service delivery and public investment outcomes.

- Contributed to development of **Indonesia's Climate Change Fiscal Framework**, integrating climate and disaster risks into public investment management and medium-term fiscal frameworks, and supporting disaster risk financing reforms by diagnosing PFM constraints to effective response.
- Supported integration of **climate and disaster risks into public investment management** and medium-term fiscal frameworks.
- Contributed to design of **Disaster Risk Financing and Insurance reforms** by diagnosing PFM constraints and fiscal exposure to natural disasters.
- Co-led a **Fiscal Development Policy Loan**, supporting institutional reforms to improve expenditure efficiency and fiscal sustainability.
- Directed large-scale **IFMIS rollout to over 24,000 administrative units**, addressing governance, coordination, and operational challenges across a highly decentralized system.
- Diagnosed **capital budget execution bottlenecks** at both central and subnational levels, advising on improved public investment planning, prioritization, and execution.
- Led and mentored teams on **PEFA assessments**, including Gender-Responsive and Climate PEFA, strengthening government capacity to integrate inclusion and resilience considerations into budget.
- Supervised the **Subnational PFM Pillar**, focusing on improving results from decentralized finance through reforms to **intergovernmental transfers, subnational budget systems, and FMIS**, directly relevant to local government performance and service delivery.
- Developed the Ministry of Finance's **Digital Transformation Vision**, including a Budget Transparency App and modernization of e-procurement systems.
- Secured **EU Phase III financing (US\$21.5 million)** for continued PFM reforms, recognized by EU and Swiss partners for delivery credibility, institutional trust, and reform impact.

Senior Public Sector Specialist/ Senior Evaluation Officer
Independent Evaluation Group, IEGEC

May 2016 – Jan 2018
Washington DC, USA

Led independent evaluations of complex public finance and service delivery operations, with a strong focus on **decentralized implementation, local government performance, and community-driven development**, generating operational lessons to improve reform design and delivery in fragile and capacity-constrained contexts, including planet-related programs in water, sanitation, and climate resilience.

- Served as **Task Team Leader for the Project Performance Assessment Report (PPAR)** of Nepal's **Second Rural Water Supply and Sanitation Project**, a large-scale programme implemented through **local governments and community institutions**, assessing outcomes in service delivery, institutional capacity, and sustainability, using mixed-methods (theory-based evaluation, administrative data analysis, key informant interviews) to evaluate decentralized water access and environmental impacts.
- Evaluated how **decentralized financing, community participation, and local governance arrangements** affected implementation performance, accountability, and results, with lessons relevant for area-based and community-led recovery programmes in planet sectors like water and nature-based solutions.
- Led PPARs for **PFM reform operations in Sierra Leone and Ghana**, analyzing institutional alignment, financing arrangements, and implementation performance in fragile and post-conflict settings incorporating mini-PEFA diagnostics and quantitative efficiency metrics.
- Conducted a **mini-PEFA diagnostic** as part of evaluation work on integrated PFM reforms, using PEFA indicators to benchmark progress and identify system-level bottlenecks affecting budget execution and service delivery.
- Undertook a **global evaluability review of World Bank PFM operations**, strengthening the use of results frameworks, stakeholder engagement, and learning loops between operations and policy dialogue, including authorship of the Water Supply and Sanitation (WSS) Sector Efficiency chapter with robust quantitative methodology for outcome assessment.
- Completed **ICR reviews** of fiscal management projects (including El Salvador), advising on reform sequencing and design adjustments to improve implementation realism and sustainability, and ICR

reviews for water projects like Malawi Second National Water Development and Neretva/Trebisnjica River Basin, drawing lessons on equity, ecosystems, and climate adaptation.

Senior Public Sector Management Specialist

Washington DC, USA

Governance Global Practice | PREM Network | MENA Region

Feb 2011 – Apr 2016

- Managed Iraq PFM project (\$16M), raising disbursement from 3% to 61%, and delivered key reform tools: MTEF, Budget Strategy, Cash Management Manual.
- Secured \$30M investment for Iraq's IFMIS through strategic systems review (SRS), enhancing fiscal transparency and digital control.
- Led post-revolution policy dialogue in Egypt, enabling first public release of national budget to foster transparency.
- Authored **ICR reports for Lebanon and Ukraine**, the latter rated "*Exemplary*" by the Independent Evaluation Group.
- Conducted UNCAC self-assessment in Honduras and partnered with UNODC to strengthen anti-corruption frameworks.
- Reviewed **judicial performance in Bulgaria**, with Parliament adopting key recommendations on efficiency and expenditure.
- **Led governance reforms** in Iraq, Lebanon, Egypt, Ukraine, Bulgaria, and Honduras across PFM, transparency, and anti-corruption.
- Provided technical assistance to the Director of the Streamlining Department of **Jordan** to develop **reform action plans** for restructuring public institutions.

Senior Public Sector Management Specialist

Sana'a, Republic of Yemen

Public Sector Governance

Dec 2006-Jan 2011

- **Led the PEFA Assessment (2008)** for Yemen, securing **PEFA Check validation**, and shaped the national PFM reform strategy based on PEFA indicators. Built stakeholder ownership and coordinated with the PEFA Secretariat and donor partners.
- Directed \$17M **Public Finance Modernization Project**, deploying IFMIS in 17 ministries, LGMIS in 23 units, and a Commitment Control System in 10 ministries.
- Led \$6M **Accountability Enhancement Project**, convening 16 CSOs and advancing anti-corruption policy dialogue.
- Deployed Loans & Grants MIS, reducing lead time from 40 to 8.5 days and contributing to a **15-point rise in Open Budget Index**.
- Supervised implementation of WTO accession, civil service modernization, and institutional reform projects.

ROYAL DANISH MINISTRY OF FOREIGN AFFAIRS (DANIDA) Feb 2004 to Feb 2006 Senior Sector Adviser, Water and Sanitation, for Bangladesh, Dhaka.

Led sector policy and programme development for Bangladesh's **water and sanitation sector**, with a strong focus on **decentralized service delivery, local government engagement, and results-oriented financing**.

- Led the design of Bangladesh's **Sector Development Program (SDP)** for water and sanitation, establishing a framework for **decentralized, pro-poor service delivery** implemented through local governments and community institutions, and enabling nationwide scale-up by 2010.
- Worked closely with the **Ministry of Local Government**, local authorities, and development partners to strengthen **planning, financing, and implementation capacity** for water and sanitation services at sub-national level.

- Collaborated with **UNICEF and sector stakeholders** to integrate hygiene, sanitation, and time-saving interventions into local service delivery systems, improving implementation effectiveness and sustainability.
- Positioned the SDP as a platform for a **Sector-Wide Approach (SWAp)** and **Sector Budget Support (SBS)**, strengthening donor coordination, alignment with national systems, and use of government budget and accountability mechanisms.

GOVERNMENT OF INDIA, IAS

Senior Roles | 1985 – 2006

Held senior executive positions across **state, district, and local government**, with direct responsibility for **planning, budgeting, and delivery of public services** in one of the world's largest subnational administrations.

Joint Secretary, Ministry of Finance – Uttar Pradesh

- Led **budget preparation and execution** for a large subnational government (population ~180 million), managing fiscal sustainability under tight resource constraints.
- Oversaw **treasury modernization and budget systems**, strengthening expenditure control, transparency, and allocative efficiency across departments.

Mission Director Oilseeds Mission and Joint Secretary Agriculture – Uttar Pradesh

- In-charge of Planning, Implementation and Monitoring of 'Oil Seeds Mission' for enhancing area under oil seeds' cultivation and improving its productivity in the state of Uttar Pradesh.
- Contributed to preparation of Agriculture policy of the state.

Secretary Minor Irrigation and Ground Water- Uttar Pradesh

- Preparing the Ground Water and Minor Irrigation policies and Vision of the state.
- Accelerated the creation of irrigation potential within the state.

Director, SWAJAL & SWAJALDHARA (Government of India / World Bank)

- Led implementation of **community-driven and decentralized WASH programmes**, including over **6,500 projects (US\$20 million)** delivered through **local governments and community institutions**.
- Worked in partnership with **UNICEF** to integrate service delivery improvements with local governance strengthening, contributing to sustainable outcomes and nationwide scale-up.

District Magistrate / Additional Commissioner, Rural Development

- Served as chief executive authority at district level, overseeing **planning, budgeting, and implementation** of rural development and infrastructure programmes across **four districts** (population ~2.5 million each).
- Strengthened **three-tier local governance systems**, ensured equitable access to land and services for marginalized groups, and led area-based initiatives for resettlement and livelihood restoration.

Managing Director, UPTRON India Ltd. (State-Owned Enterprise)

- Led turnaround of a state-owned enterprise through **operational restructuring and financial discipline**, gaining hands-on experience in **SOE governance, oversight, and fiscal risk management**.

EDUCATION

Executive Master of Public Administration (EMPA), London School of Economics, UK 2024-26, Expected Graduation: July 2026. "High Merit" in Graded Modules and a "Distinction" in Public Economics.

- **Current focus:** fiscal governance, public economics, empirical methods, and policy analysis.

Master of Business Administration, Indian Institute of Management, Ahmedabad, India, 1983-85

- **Specializations:** Finance, Systems, Econometrics, Operations, Statistics

Bachelor of Arts (Honors) in Economics, St. Stephen's College, Delhi University, India, 1980-83

- **Areas of Study:** Micro/Macro, Public Finance, Statistics, National Income Accounting, Economic Systems, Money & Financial Institutions, Economic Policy.

TRAININGS AND CERTIFICATIONS

Governance & Fiscal Management

- Law & Public Administration, National Academy of Administration, India (1985–87)
- Certificate in Public Financial Management, ACCA (UK, 2023)
- Using Stata Effectively, StataCorp (Oct 2025)

Digital Transformation

- Certified Enterprise Architect (TOGAF), USA (2019)
- Data Science Ready, Harvard Business School Online (2021)
- Internet of Things, GSMA/UK Telecommunications Academy (2021)

Donor & Trust Fund Management

- Development Policy Financing (DPF), World Bank (2021)
- Trust Fund Management, World Bank (Beijing, 2019)
- Environmental & Social Framework, World Bank (Bangkok, 2021)

SELECTED EVALUATIONS, DIAGNOSTICS, AND ANALYTICAL REPORTS

Independent Evaluations (World Bank Independent Evaluation Group)

- Project Performance Assessment Report (PPAR): *Rural Water Supply and Sanitation Project*, Nepal (2017)
- PPAR: *Public Financial Management Reform Programme*, Sierra Leone (2017)
- PPAR: *ICT-Enabled Public Sector Reforms*, Ghana (2017)

Self-Evaluations (World Bank Operations)

- Implementation Completion and Results Report (ICR): *Public Finance Modernization Project*, Ukraine (2015) — rated “**Exemplary**” by IEG
- ICR: *Public Financial Management Reform Project*, Lebanon (2016)

Institutional Diagnostics & Public Finance Assessments

- Public Expenditure and Financial Accountability (PEFA) Assessment, Yemen (2008)
- PEFA Gender-Responsive Public Financial Management Assessment, Indonesia (2020)
- Climate Change Institutional Assessment (CCIA), Indonesia (2022)
- Capital Budget Execution Diagnostic, Indonesia (2020)
- Public Expenditure Review – PFM Chapter, Indonesia (2020)

Planet-Sector & Governance Analytics

- *Aligning the State Budget with Climate Priorities*, Indonesia (World Bank, 2022)
- *Judicial Performance, Caseload and Expenditure Review*, Bulgaria (World Bank, 2014)

Fiscal Policy & Budget Credibility Notes (Fragile Contexts)

- *Credibility, Priorities and Sustainability of the Iraqi Budget 2023–2025* (GIZ, 2023)
- *Fostering Gender Equality through Gender-Sensitive Fiscal Policy*, Iraq (GIZ, 2023)

Full list of publications and analytical outputs available at:

<https://www.arunarya.com/publications/>