

# RICHARD J. CARROLL

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## PROFILE

**Monitoring & Evaluation (M&E) Specialist and Economist**

**1988-Present**

**Major Activities:** Evaluation of international development projects and development of results frameworks and results-based learning programs in more than 25 countries. Recent accomplishments:

- Building results frameworks (Madagascar Action Plan 2008).
- M&E in more than 40 World Bank projects (ICRs).
- Developing results-focused e-learning—Core curriculum for Managers and Fundamentals of World Bank Operations E-Learning and Workshop.
- Conducting institutional studies. Developed and piloted an innovative approach to streamline and accelerate World Bank project preparation with potential for budget savings of \$35 million.
- Facilitating preparation of Poverty Reduction Strategies—Laos and Tajikistan.
- Delivering training Seminar in results-focused Programmatic Budgeting and Investment Analysis. Built capacity of Lebanese officials in carrying out feasibility studies and social assessments.

## AREAS OF EXPERTISE

### Domestic Economic Policy and Analysis

Twenty-five years of experience analyzing diverse economies using analytical tools to determine appropriate national economic policy measures.

- \* Published **NewsGuides™ Top 10 Issues 2011 —An Economic Guide to the Top Issues Facing the United States**, online publication (November 2010) that covers the top Environmental, Fiscal and International Issues in the U.S.
- \* Published **Desk Reference on the Economy: Over 600 Answers to Questions that Will Help You Understand News, Trends and Issues** (Congressional Quarterly 2000), a resource covering major economic issues facing the U.S.
- \* Published **An Economic Record of Presidential Performance: From Truman to Bush**, (Praeger, 1995), which compares economic policies and events with trends in major economic indicators since the Truman administration.
- \* Wrote articles in **Presidential Studies Quarterly** and **Business Library Review** on U.S. economic performance, 1996, and contributed seven entries to *The Encyclopedia of American Political History* (Congressional Quarterly 2001).
- \* **Evaluated Contribution of Industrial Activities to Greenhouse Effect and Ozone Depletion** as background to policy formulation by World Bank, 1989.

### International Economic Policy and Analysis

- \* **Prioritized environmental issues in Uganda** and drafted investment action plan for the WB--resulted in a formal strategy and investment program, 1993.
- \* **Identified and Analyzed Public Expenditure Trends** in Africa in the context of WB/IMF Structural Adjustment Policies, 1991--Social sector lending by the WB was increased to counter declines in health and education spending and alleviate poverty.
- \* Co-edited, designed and researched **Industrial Adjustment in Sub-Saharan Africa** (Oxford University Press, 1989), a study of African experiences structural adjustment lending.

- \* **Econometric and Statistical Support** for articles and books on resource management policy and price distortions and the International Comparisons Project (ICP).

## **Program Development and Management**

More than 20 years experience generating over \$1 billion in projects and negotiating with senior officials on designs and outcomes of development programs. Specific expertise and accomplishments include:

### **Designing and Delivering Projects and Programs:**

- \* Developed and evaluated learning programs that improved operational capacity in thousands of World Bank Staff.
- \* Established objectives acceptable to donors and borrowers for investments in agriculture, small-scale credit, rural electrification, gender-based components, training, and other areas.
- \* Identified resources required to meet project objectives and estimated their cost (using COSTAB).
- \* Evaluated programs' risks and sustainability, and economic viability using cost-benefit analysis.

### **Supervising Projects and Programs:**

- \* Established performance criteria for donor-funded investments and monitored their progress.
- \* Developed practical step-by-step manuals for implementation of all program tasks.
- \* Recommended reallocation of investment resources away from non-performing activities and into economically better activities which avoided substantial waste in a number of projects.

### **Management of Overseas Project:**

- \* Led Project in Indonesia for Ministry of Cooperatives and State Electricity Authority, 1991-92.
- \* Resulted in expanded training and manpower program to develop business skills in rural areas which saved the State Electricity Authority over \$50 million in six years.

## **World Bank Research Staff**

**1981-86**

**Major Activities:** Developed and delivered training programs at the World Bank Institute for foreign officials to improve results in economic policy-making and project analysis. Provided economic analysis to improve international comparisons of income (ICP).

## **EDUCATION**

**MBA FINANCE** - The Wharton School, University of Pennsylvania

**May 1988**

**MA ECONOMICS** - Georgetown University

**May 1983**

**BA ECONOMICS** - Georgetown University

**May 1979**

**FULBRIGHT SCHOLARSHIP** - for Graduate Study in Economics  
Christian-Albrecht Universität and the Institut für Weltwirtschaft, Kiel, Germany

**1979 - 1980**

## **Languages**

Fluent German, good French, working knowledge of Spanish and Bahasa Indonesia.

## Countries and Types of Work Experience—Richard Carroll

Region/Country	Type of Work
<b>E. Asia</b>	
Indonesia	Rural electrification-long-term assignment, promoting renewable energy in rural areas, evaluation of IFAD agriculture portfolio
Thailand	Structural Adjustment Loan-Project evaluation-ICR
Laos	Support to PRSP, Structural Adjustment Credit-OED Re-audit
<b>E. Africa</b>	
Tanzania	Agriculture and environment, appraisal, supervision (also in Zanzibar), project implementation for project in Serengeti national park.
Uganda	Environment, appraisal, Evaluation of DPLs
Zambia	Agriculture and General T.A. project evaluation-ICR
Ethiopia	Agriculture and environment, appraisal, irrigation
Sudan	Agriculture, appraisal, irrigation
Madagascar	Develop Results framework for 5-year development plan (2008-12)
<b>W. Africa</b>	
Burkina Faso	Develop case study for FBO workshop for World Bank staff
The Gambia	Develop 5-Year Economic Strategy, including environmental strategy
Guinea	Agriculture, appraisal
Cameroon	Agriculture marketing study (roots and tubers)
CAR	Agriculture marketing study (roots and tubers)
Gabon	Agriculture marketing study (roots and tubers)
Nigeria	Agriculture marketing study (roots and tubers)
<b>Middle East</b>	
Jordan	Conduct WBI training course in water and sanitation
Yemen	Agriculture, appraisal, irrigation including safeguards
Lebanon	Emergency investment project evaluation, conduct project analysis training, Report/Recommendations on performance budgeting
<b>E. Europe</b>	
Albania	Structural Adjustment Credit & DPL evaluations-ICR
Croatia	Structural Adjustment Credit Project evaluation-ICR
Bulgaria	First Technical Assistance Loan-Project evaluation-ICR
Macedonia	DPL evaluation
Moldova	Structural Adjustment Credit Project evaluation-ICR
<b>Central Asia</b>	
Uzbekistan	Technical Assistance Loan and Privatization Project evaluations-ICR
Tajikistan	Support to national PRSP, Project evaluation for SAC and TA-ICR
Kazakhstan	Social impact of reform in the electricity sector
<b>South Asia</b>	
Pakistan	Structural Adjustment Credit-Project evaluations-ICR
Bangladesh	Development Policy Credit-Project evaluation-ICR

Country-specific, but non-field experience includes Egypt, Armenia, Georgia, Korea, Russia, and Turkmenistan.