

**Yongmei Zhou**  
The World Bank  
Tel: +1-202-617-8823  
yzhou1@worldbank.org

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## KEY QUALIFICATIONS

- Twenty years of hands-on international development experience in Africa, South Asia and East Asia, with nine years working and living in Ghana, India and Indonesia.
- Trusted policy advisor to senior government officials in Africa, South Asia and East Asia, in diverse settings ranging from fragile states such as Sierra Leone, Afghanistan and Timor L'este, low-income countries such as Ghana, Nigeria and Bangladesh, to middle-income countries such as India and Indonesia.
- Intellectual leadership on institutional and governance reform demonstrated through co-directing the World Development Report 2017 on Governance and the Law and managing the Fragility, Conflict and Violence Group in the World Bank.
- Demonstrated leadership track record in leading diverse teams, mobilizing resources, forming partnership, and achieving results.

## EXPERIENCE

- *Deputy Country Director/Program Leader responsible for Equitable Growth, Finance and Institutions in Indonesia and Timor Leste, World Bank, May 2017 to date.* Leading the largest country program on Equitable Growth, Finance and Institutions in the World Bank, with 90+ technical staff and an annual business volume of US\$ 12-14 million of advisory and technical assistance work and US\$ 0.9-1 billion of lending for development projects. Achieved policy influence and program results in the following areas: fiscal policy, public financial management, decentralization, financial sector development, disaster risk financing, reducing barriers to investment and trade, logistics sector reform, tourism development, and digital development.
- *Co-Director, World Development Report on Governance and the Law, World Bank, Jul 2015 to Apr 2017.* Jointly led the production of the World Development Report; led the engagement with a large number of stakeholders in developing countries and the global academic and practitioner communities for a critical review of the diverse development experience around the world and the prevailing approach to governance reform. The report examines the institutional root causes of difficulty in adopting and implementing good policies. It highlights exclusion, capture and clientelism as three typical political economy barriers for effective policy. For policy entrepreneurs, the report presents three sets of levers for change: enhancing contestability of the policy arena, designing incentive, and shaping beliefs/preferences. The report adopts a functional (rather than normative) approach and focuses on developing institutions to achieve credible commitment, cooperation and coordination.
- *Advisor to the Senior Director of the Governance Global Practice on Knowledge, Learning and Global Partnership, Governance Global Practice, World Bank, Nov 2015 to Jun 2016.* Developed the knowledge strategy for the global practice; designed the Governance Boot Camp for professional staff; and selected and formed a group of Global Solution Leads as the leading force to drive knowledge accumulation and dissemination on governance reform and institutional development.
- *Manager, Global Center on Conflict, Security and Development (which later became the Fragility, Conflict and Violence Cross-cutting Solutions Group), World Bank, Apr 2012 to Oct 2015.* Managed a global team of 30+ specialists located in Washington and Nairobi. The group was responsible for leading internal reforms to make the World Bank more effective in countries afflicted by fragility, conflict and violence. Based on the intellectual foundation provided by the World Development Report (2011) on Conflict,

Security and Development, our group focused on building the analytical and operational capacity among World Bank staff working in these challenging countries. This involves introducing analytical tools that identify the root causes of conflict and fragility; innovating operational policies and tools to improve agility and effectiveness; changing HR policies to attract talents to dangerous and low capacity settings; and providing training and mentoring for frontline professionals. This set of ambitious reform was critical for the 17<sup>th</sup> cycle of fundraising for the International Development Association. A record-breaking \$55 billion concessionary resource was raised for the poorest developing countries in the world.

- *Leading development policy and institutional reform programs in Africa Region (Jul 2000-Dec 2007) and South Asia Region (Jan 2008-Apr 2012)*. Led high-level development policy dialogues and complex governance reform operations in Ghana, Sierra Leone, Nigeria, India, Bangladesh and Afghanistan. Supported a wide range of institutional reforms, including public financial management reform, budget policy reform, subvented agency reform, decentralization and local government capacity building, anti-corruption reform, and capacity building for the legislatures. Partnered with sector specialists in tackling institutional issues in education and health (Ghana, Afghanistan, India), water & sanitation, nutrition team and environment (India), community-driven development (Ghana, Sierra Leone, Indonesia), and macro & fiscal management (all countries).

## EDUCATION

- *Ph.D. in Economics*, University of California at Berkeley, 1999. Fields of Concentration: Development Economics and New Institutional Economics. Dissertation: *Corruption and Public Spirit*.
- *B.A. in International Finance*, Renmin University of China, 1992.

## PUBLICATIONS

- World Development Report on Governance and the Law, World Bank, 2017.
- The First Independent Evaluation of the Backward Region Grant Fund, World Bank, 2010.
- Decentralization, Democracy, and Development: Recent Experience from Sierra Leone, editor, World Bank, 2009. Also authored chapter 1, "Introduction," and co-authored chapter 5, "Civic Engagement in Local Governance."
- "Co-optation Despite Democratization in Ghana," coauthored with Staffan L. Lindberg, in Legislative Power in Emerging African Democracies, ed. Joel Barkan, Lynne Rienner Publishers, 2009.
- Building Effective States, Forging Engaged Societies, coauthored with other core members of the Task Force on Africa Capacity Building, World Bank, 2005.
- "Emerging Legislatures: Institutions of Horizontal Accountability," coauthored with Joel Barkan and Ladipo Adamolekun, published in Building State Capacity in Africa: New Approaches, Emerging Lessons, eds. Brian Levy and Sahr Kpundeh, World Bank, 2004.
- Corruption and Public Spirit, Ph.D. Dissertation, Department of Economics, University of California at Berkeley, Berkeley, California, 1999.
- "Comparing State Owned Enterprise Reforms in China and Taiwan," in Raising International Competitiveness: The Experience of Taiwan, ed. Shunfeng Song and Xinghai Fang, China Economics Press, 1998.
- "Public Enterprises and Public Finance in Western Countries," in Practices of Public Finance in Western Countries, ed. Jun Ma and Kangbin Zheng, China Finance and Economics Press, 1997.

## REFERENCES

- Professor Joel Hellman, Dean of the Edmund A. Walsh School of Foreign Service, Georgetown University. Previously served various roles in the World Bank, Chief Institutional Economist at the Governance Global Practice, and Director of the Fragility, Conflict and Violence Group at the World Bank. Email: [jhellman@georgetown.edu](mailto:jhellman@georgetown.edu).
- Professor Brian Levy, Academic Director of Nelson Mandela School of Public Governance, University of Cape Town. Professor Brian Levy splits his teaching responsibilities between Cape Town in the spring and the School of Advanced International Studies, Johns Hopkins University, in the fall. Email: [brianlevy387@gmail.com](mailto:brianlevy387@gmail.com).
- Professor Michael Woolcock, Lead Social Development Specialist of the World Bank and Adjunct Professor of Public Policy at Kennedy School of Government. Email: [mwoolcock@worldbank.org](mailto:mwoolcock@worldbank.org).