

## **PHYLLIS POMERANTZ**

### *Professor of the Practice of Public Policy*

Duke Center for International Development (DCID)  
Sanford School of Public Policy, Duke University  
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### **KEY QUALIFICATIONS**

Phyllis Pomerantz is Professor of the Practice of Public Policy at the Duke Center for International Development at the Sanford School of Public Policy, Duke University, where she teaches graduate seminars on themes related to aid effectiveness, global poverty reduction, leadership and governance.

Dr. Pomerantz started working for the World Bank in 1979 as an economist and rural development specialist in the Latin American and Caribbean region. She subsequently held a series of managerial positions, including Chief of Brazil Agriculture (1989-1992), Chief of Infrastructure Operations in Southern Africa (1992-1994), and Country Manager and Country Director of Zambia and Mozambique (1994-2000). Pomerantz became the World Bank's first Chief Learning Officer in 2001, a position she held until September 2005 when she retired.

Prior to joining the World Bank, Pomerantz served as an Assistant Professor of Political Science at Hartwick College, a lecturer at Tufts University and a Research Associate at the Pontifical Catholic University of Peru. While at the World Bank, she was an Adjunct Professor at Johns Hopkins School of Advanced International Studies (SAIS).

Pomerantz holds an M.A. in International Relations, an MALD (International Development) and a Ph.D. in International Relations/International Development from the Fletcher School of Law and Diplomacy. She also attended Harvard Business School's Executive Development Program. She is fluent in English, Spanish, and Portuguese, and she has worked in over 20 countries around the world. Her current research interests are centered on aid effectiveness, governance, and global public goods and programs.

### **EDUCATION**

1978            Ph.D. in International Relations  
Fletcher School of Law and Diplomacy, Tufts University, Medford, MA

1976            MALD in International Development Studies  
Fletcher School of Law and Diplomacy, Tufts University, Medford, MA

1975            M.A. in International Relations  
Fletcher School of Law and Diplomacy, Tufts University, Medford, MA

Honors and Awards at the Fletcher School:  
Clayton Foundation Fellowship; Fletcher School Fellowship; Fulbright Fellowship;  
Distinction in International Politics and Political Economy

Dissertation:  
"Public Policy and Societal Change: Agrarian Reform and Conflict in Peru"  
Advisor: Arpad von Lazar, Professor of International Politics

1974 B.A. in Spanish and Latin-American Literature  
Tufts University, Medford, MA

Honors and Awards at Tufts University:  
Summa Cum Laude; Phi Beta Kappa; Tufts University Scholarship; Dean's List all Semesters

1998 Executive Development Program  
Harvard Business School, Boston, MA

## **PROFESSIONAL AND ACADEMIC EXPERIENCE**

### **Duke University, Sanford School of Public Policy, Durham, NC**

Duke Center for International Development  
Master of International Development Policy Program

*Professor of the Practice of Public Policy*

July 1, 2011 – Current

*Visiting Professor of the Practice*

January 1, 2006 – June 30, 2011

Teaching, research, masters' project advising, and other faculty responsibilities in an international development policy graduate program. Focus areas include the design and management of development programs and policies, aid effectiveness, leadership, governance, and the political economy of African and Latin American development.

Courses designed and taught include: The Politics of International Aid in Low-Income Countries; The Role of Global Programs in International Development; Poverty Reduction and the International Financial Institutions; Leadership and Development; Governance and Development – Selected Topics.

In May 2010, awarded the Richard A. Stubbings Teacher Mentor Award for "outstanding contributions to the teaching mission of the graduate programs" of the Sanford School of Public Policy, Duke University.

### **World Bank, Washington, DC**

*Chief Learning Officer (CLO)*

June 2001 – September 2005

Appointed the World Bank's first CLO, responsible for overall policy and strategy, resource allocation, monitoring and evaluation of staff learning programs (annual budget of about US \$70 million). Redefined strategic objectives, mandate, responsibilities, organization, and funding arrangements for staff learning and spearheaded efforts towards greater relevance, quality, and innovation. Included chairing a senior-level Bankwide Learning Board and participating in quarterly

senior management business reviews. In 2004, given added responsibility for the World Bank's knowledge management and sharing activities. Retired in 2005 to pursue academic career.

*Sabbatical Leave*

March 2000 – April 2001

*Country Director – Mozambique and Zambia*

July 1996 – March 2000

Responsible for the formulation and management of the World Bank's country assistance strategy and corresponding operations and budget in Zambia and Mozambique, two of the most active World Bank clients in Africa. Included aid coordination and chairing the Consultative Group for official bilateral and multilateral assistance to those countries; oversight responsibility for all Bank lending (over US \$3 billion), technical assistance and policy advice in the countries; policy dialogue with senior Government officials, aid representatives, and civil society groups; mentoring of Bank staff (mostly Ph.D. level) and leadership of the Bank's country teams.

*Country Operations Manager – Mozambique and Zambia*

Southern Africa Department

July 1994 – July 1996

Chosen to be one of three managers in the World Bank to lead pilot of new organizational and management structure for World Bank operations. Responsible for detailed design of pilot to increase country/client focus and Bank effectiveness. Pilot's success resulted in adoption of new organizational structure for the World Bank, with country directors as the focal points for World Bank assistance.

*Division Chief, Infrastructure Operations*

Southern Africa Department

June 1992 - July 1994

Chief of World Bank's infrastructure (water, transport, and urban sectors) operations (over US \$2 billion) in ten Southern Africa countries. Included formulation of infrastructure sector strategies and divisional work program and budget, managing Bank staff and consultants, substantive review of all divisional reports and working papers, and policy guidance to senior Government officials. Included working with the Mozambican Government to formulate its post-war reconstruction strategy and managing urban development studies and policy advice undertaken on behalf of the incoming South African (ANC) Government.

*Division Chief, Environment and Agriculture Operations*

Brazil, Peru, and Venezuela Department

February 1989 - June 1992

Chief of World Bank's agricultural and environmental activities in Brazil, Peru and Venezuela (the latter two countries added in 1991). Included formulation of agricultural and environmental strategies; management of the divisional work program, including personnel, budget and quality review; and environmental aid coordination, including the launching of the Rainforest Trust Fund to protect the Brazilian Amazon region. For service to Northeast Brazil, awarded the "Ordem do Merito Aperipe" by the State Government of Sergipe.

*Portfolio Manager/Principal Economist/Deputy Division Chief*

Brazil Agriculture Division

September 1986 -February 1989 (title changes because of Bank reorganizations)

Responsibility for overseeing agricultural operations in Northeast Brazil and national agricultural research and extension and irrigation projects. Included personnel management and staff coaching, work program formulation and monitoring, and substantive review of lending operations.

*Senior Economist/ Economist*

Latin American and Caribbean Region/Central Projects Staff

May 1979 - September 1986

Technical assistance to the Mexican, Colombian, and Brazilian Governments in the identification, design, appraisal, supervision and evaluation of poverty-oriented, multisectoral rural development projects. Culminating assignment as chief project officer and leader of World Bank team responsible for the Northeast Rural Development Program, a multi-billion dollar development initiative for Brazil's Northeast.

**Hartwick College, Oneonta, NY**

*Assistant Professor*

September 1978-August 1979

Tenure-track position, including the teaching of courses in international relations, comparative politics, and a senior seminar on economic development. Supervised several senior honors theses.

**Pontifical Catholic University of Peru, Lima**

*Research Associate/Fulbright Fellow*

September 1976-December 1977

Research on agrarian reform and rural development, including intensive fieldwork in the central and southern Sierra. Occasional lectures to faculty and graduate students.

**Tufts University, Department of Romance Languages, Medford, MA**

*Lecturer in Romance Languages/Intermediate Spanish Program Coordinator*

September 1974-January 1976

Designed curriculum, supervised five Intermediate Spanish instructors, and coordinated intradepartmental language program. Taught undergraduate courses in elementary and intermediate Spanish.

*1971-1974: Various bilingual paralegal and part-time research positions*

**Other Professional Activities, Papers, and Publications while at the World Bank**

United Nations Staff College, Member of the Board, 2003-2005.

Adjunct Professor, School of Advanced International Studies, Johns Hopkins University. Graduate course design and teaching. Spring 2005.

Guest speaker, lecturer, moderator, commentator at dozens of policy and academic conferences in the United States, Brazil and Africa.

Certificate, Harvard Institute of International Development, "Macroeconomic Stabilization and Agricultural Policy Reform" course, Summer 1990.

**Other Professional Activities and Publications while at Duke University (Jan. 2006 – present)***Consultancies and Commissions:*

Peer Reviewer, UK Economic and Social Research Council (ERSC), “Leadership for Development: Structural Inequalities, Leadership Training, and the Politics of Change” (major research proposal), 2014.

World Bank. 2013. Consultant to management for new global program.

Mentor, Sanford School Board Leadership Initiative, 2012.

Palgrave MacMillan Publishers. 2012. Specialist review of manuscript on global poverty.

Peer Reviewer, Political Science Quarterly and Global Change, Peace, and Security, 2012.

Acting Chair, El Centro Hispano Board of Directors, October 2011 – January 2012.

Triangle Global Health Case Competition, Faculty Adviser, April 2011 and April 2012.

El Centro Hispano Board of Directors. March 2011 – present.

Appointed to a 3-year term on the Board of the largest non-profit organization serving the Latino community in the State of North Carolina.

Duke University Global Health Case Competition, Faculty Consultant, March 2010.

Lynne Reinner Publishers. 2007, 2011, 2012.

Specialist reviewer of manuscripts on foreign aid and Africa.

World Bank, Washington, D.C. May – June 2007.

Consultant. Member of Quality Assurance Group team evaluating the Global Program Nelson Mandela Institution for Knowledge Building and the Advancement of Science and Technology in Sub-Saharan Africa.

World Bank, Washington, D.C. October 2005 – March 2007.

Consultant to senior management on learning and knowledge management strategy and policies.

Chapel Hill Northern Area Task Force. April – November 2007.

Mayoral appointee to Task Force charged with establishing a vision, development principles, and design guidelines for development in the northern part of Chapel Hill.

Economic Development Committee of the Chapel Hill-Carrboro Chamber of Commerce. May 2007 – January 2009.

Appointee to committee of prominent citizens exploring ways to enhance economic development opportunities in the greater Chapel Hill area.

World Bank/Habitat for Humanity/DCID/UNC-CH Managers in Transition Program. January 2006 – present.

Advice to Duke/UNC-CH Program Managers and meetings with World Bank and Habitat for Humanity senior manager program participants on management challenges.

*Guest Lectures and Speeches:*

“International Food Security and Foreign Aid”, Lecture, University Food Course, Spring 2015.

“Chile: Middle Income Trap?” Presentation to Duke Graduate Students from Chile, November 21, 2014.

“Global Poverty and International Development”, Lecture, World View Community College Symposium, Chapel Hill, November 12, 2014.

Guest Lecturer on the World Bank, *Globalization and Governance* – Public Policy 820 (Professor Bruce Jentleson), Duke University, September 15, 2014, October 26, 2011, November 3, 2010, and October 14, 2009.

Guest Lecturer, “Chile y los siete pecados” [“Chile and the Seven Sins”], First Chilean Public Policy Conference, Washington D.C., April 26, 2014.

Faculty Discussant, “Ethics of Civic Engagement”, Kenan Institute for Ethics, Duke University, October 8, 2013.

“Governance versus Management”, presentation to the Centro Hispano Board of Directors and CEO, September 25, 2013.

Guest Lecturer on the World Bank, *Globalization and Governance* – Public Policy 820, Professor Tana Johnson, Duke University, September 18, 2013 and September 19, 2012.

Guest Lecturer on development, *Contemporary International Policy Issues* – Public Policy 211S, Professor Tana Johnson, Duke University, February 25, 2013.

Guest Lecturer, “Food Security” in *Food Studies: Interdisciplinary Approaches to Why, What, and How We Eat*, Inaugural Dean’s University Course (Dean Laurie Patton), February 21, 2012.

Guest Lecturer on the World Bank, *Globalization and Governance* – Public Policy 320 (Professor Bruce Jentleson), Duke University, October 26, 2011, November 3, 2010, and October 14, 2009.

Guest Lecturer on the World Bank, *Ethics in an Unjust World* – Public Policy 195 (Dean Sam Wells), October 7, 2010.

“Brief Overview of Development” Orientation Session for Masters in International Development Policy, Duke University, August 23, 2010, August 18, 2009, and August 21, 2008.

UNDP Leadership Program. “Political Economy, Governance, and Partnership”, Duke University, April 13, 2010.

“Beyond Slumdog Millionaire: Impediments to Progress Out of Poverty”, Briefing Session, Inaugural Celebration of the Sanford School of Public Policy, Duke University, October 3, 2009.

“Discussion of Foreign Aid”, On-air interview, WXDU, March 3, 2009.

“Chapel Hill 2020: A Forum on Density and Growth”, Invited Speaker, Chapel Hill Town Hall, December 10, 2008.

International Career Development Session for MPP (Masters in Public Policy) students, Duke University, November 21, 2008.

“World Bank: Friend or Foe?” Public lecture for Duke undergraduates, October 22, 2008.

Graduation Speech, Sanford Institute of Public Policy, Duke University, May 12, 2007 and May 10, 2008. Selected two years in a row by Program of International Development Policy (PIDP) fellows to be the faculty speaker.

“International Development Dinner and Conversation”. Guest Speaker. Robertson Scholars’ Program, Chapel Hill, April 24, 2008.

“Evolution of Global Poverty Efforts.” Guest Lectures. January 29, 2008, February 27, 2007, and February 28, 2006. Sustainable Development (Prof. Gary Nelson), UNC-Chapel Hill.

“The Global-United States Poverty Interface”. Public Lecture, *Poverty Reduction and Globalization* Lecture Series, March 7, 2006, UNC-Chapel Hill.

“Use of MBTI Testing in International Organizations”. Guest Lecture. February 20, 2006. Rotary Capstone Course. Duke University/UNC-Chapel Hill Rotary Program.

“Relationships and Trust in the Management of International Affairs”. Guest Lecture. November 18, 2005. *International Conflict Management* (Prof. Terry Barnett), UNC-Chapel Hill.

*Workshops and Conferences:*

*Urban Poverty in Developing Countries Workshop*, Sanford School of Public Policy, Duke University, NC, December 4-5, 2014. Discussant, Concluding Roundtable.

*Thomas Picketty’s Capital in the 21st Century*, Book Discussion, Sanford School of Public Policy, Duke University, NC, September 12, 2014. Moderator.

*Electoral Forum on Growth and Development*. Chapel Hill, NC, October 2, 2013. Invited technical expert on economic development issues.

*Symposium on China’s Presence in Africa*. Duke University, NC, May 3, 2013. Participant.

*Investing in Peace – Peace Fellows Take Action – Annual Rotary Fellows Spring Conference*. Duke-UNC Rotary Center for International Studies, Chapel Hill, NC, March 31, 2012. Session Moderator.

*Imagining Peace – Eighth Annual Rotary Fellows Spring Conference*. Duke-UNC Rotary Center for International Studies, Chapel Hill, NC, April 8, 2011. Session Moderator.

Invited Speaker, *Problems, Promises and Paradoxes of Aid: Africa’s Experience*, symposium jointly organized by the Cornell Institute for African Development and Oslo University, Ithaca, New York, April 15-16, 2010.

*Peace in Practice – Seventh Annual Rotary Fellows Spring Conference*. Duke-UNC Rotary Center for International Studies, Chapel Hill, NC, April 10, 2010. Session Moderator.



*Economic Development and Inter-Group Conflict*, Discussant, Research Project Workshop, Duke University, NC, October 16, 2009.

*Growth and Development Electoral Forum for Northern Chapel Hill*, Organizer, October 11, 2009.

*Roundtable Discussion on Foreign Aid with US Representative David Price*. Invitation-only workshop on reforming foreign aid, NC Biotechnology Center, Research Triangle Park, NC, April 15, 2009.

*Building Bridges for Peace – Sixth Annual Rotary Fellows Spring Conference*. Duke-UNC Rotary Center for International Studies, Chapel Hill, NC, April 4, 2009. Session Moderator.

*Colombia: Ending a Four-Decade War*. Invitation-only Duke/UNC-CH Workshop to advise the Colombia Ambassador to the OAS and former Defense Minister, H.E. Camilo Ospina Bernal. Duke University, NC, January 18, 2007.

*Africa Beyond Aid*. Invitation-only workshop hosted by the Brenthurst Foundation in conjunction with the Konrad Adenauer Stiftung and Danida. Potsdam, Germany, April 3-4, 2006. Chair of First Session and Respondent in Closing Session.

*Workshop on Poverty and Democracy*. Terry Sanford Institute of Public Policy, Duke University, NC, February 18, 2006. Commentator, Panel 2: "Poverty, Inequality and the Prospects for Democracy."

*Papers and Publications:*

"Book review of *Betrayed: Politics, Power, and Prosperity* by Seth Kaplan", *Governance* (2014), 27(4): 731-35.

"Global Programs, Aid Effectiveness, and Poverty Reduction" (2014). In *Problems, Promises, and Paradoxes of Aid: Africa's Experience*, Muna Ndulo and Nicolas van de Walle (eds). Cambridge UK: Cambridge Scholars Publishing.

"MIDP/DCID Strategy – 2013-2018", (2013) Discussion draft, June 8.

*CLEAR: Framework for Annual Reporting and Mid-Term Evaluation* (2013). CLEAR Secretariat, Independent Evaluation Group, World Bank, February 9.

"Now's the time to lift the U.S. embargo on Cuba" (2013) Commentary/Op-Ed, *The Globe and Mail*, Toronto, January 1.

"Development Theory" (2011) in Mark Bevir (ed), *The Sage Handbook of Governance*. London: Sage, pp 160-178.

"Recommendations for U.S. Aid". Note for US Congressman David Price, April 14, 2009 (synopsis of Spring 2009 Politics of International Aid class recommendations)

"International Relations and Global Studies: The Past of the Future?" *global-e*, August 2008 2:2, <http://global-ejournal.org>.

Book Review of *Foreign Aid: Diplomacy, Development, Domestic Politics* by Carol Lancaster. *Political Science Quarterly*, Fall 2007, 122:3, pp. 518-519.



“A Little Luck and a Lot of Trust – Aid Relationships and Reform in Southern Africa” (2005) in Indermit S. Gill and Todd Pugatch (eds.), *At the Frontlines of Development*. Washington D.C.: World Bank, pp. 49-63.

*Aid Effectiveness in Africa: Developing Trust Between Donors and Governments* (2004). Lanham, MD: Lexington Books.

Emanuel, Carlos and Phyllis Pomerantz (1992). “Northeast Brazil: Drought and the Development of Irrigation” in Guy Le Moigne, Shawki Barghouti, and Lisa Garbus (eds.) *Developing and Improving Irrigation and Drainage Systems*. Washington, D.C.: World Bank. pp. 63-72. (authors in alphabetical order)

Author or contributor to various World Bank reports (1979-2005).

### **Memberships**

- Development Management Network
- 1818 H Street Society
- National Phi Beta Kappa society

### **Languages and Travel**

Oral and written fluency in English, Spanish, and Portuguese.

Extensive travel in Latin America, Europe, Africa, and the Middle East