

ISABEL GUERRERO

QUALIFICATIONS SUMMARY

- 30 years of professional and personal commitment in the fight against poverty.
 - Focus on scaling up challenges by working with grassroots organizations owned by the poor and teaching at Harvard Kennedy School and MIT Leadership Center.
 - Nurture leadership capabilities of women in leadership positions.
 - From 2008-2013, one of 6 Regional Vice-Presidents at the World Bank. Managed 800 staff in 8 countries, a US\$39 billion loan portfolio, and US\$150m in administrative budget. Also manage US\$ 6.2 billion in Trust Funds.
 - Hands-on experience in understanding how multilateral and bilateral agencies, governments, NGOs and the private sector work together for economic development.
 - Developed strategies and complex programs and projects in countries in Latin America, Asia, Central Asia and the Middle East adapting them to the local needs of different stakeholders.
 - Introduced innovations in results-based lending for tough cross sector, cross-country development challenges, such as malnutrition and regional integration.
 - Personal commitment to promoting art and culture as tools for development, especially with youth organizations.
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PROFESSIONAL EXPERIENCE

DECEMBER 2013- present:

- Director of IMAGO, a non-profit that helps grass root organizations scale up
- Board Member of the Presencing Institute, MIT
- Adjunct Lecturer at Harvard Kennedy School teaching “Scaling up for Development Impact”
- Senior Lecturer at the Leadership Center, Sloan School, MIT (starting September)
- Teaching at MIT Sloan Innovation Period and at Executive MBA for NANYANG Fellow MBA Program 2014.
- Leadership coach for women CEOs and Heads of Public Sector Agencies

JULY 2013 - NOVEMBER 30, 2014

Office of Senior Vice-Presidency for Change Management. Started the organizational change work while still VP for South Asia, co-leading with other VPs two of the eight teams designing the change process. Moved full time to the change team in July.

Co-led the team that explored the implications of Bank target to eliminate extreme poverty by 2030. Proposed processes, instruments and structures to enable our country teams and clients to deliver programs that will have the greatest impact on the World Bank Group (WBG) poverty

and prosperity goals. Presented to the Board the first Country Strategy that implemented this new approach, for India.

Co-led the design of the organizational changes needed to become a solutions bank. Was asked by President Jim Kim to lead the incubation of the idea of Science of Delivery. This group designed the Global Practice model, which is now being implemented across the World Bank Group.

JULY 2008- JULY 2013

Vice-President for the South Asia Region. Manage around 800 staff in 8 locations and a budget of over US\$150 million. Lending over US\$10 billion per year, with a portfolio under implementation of over 190 projects and US\$39 billion, in Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka. Led doubling of the lending program and change management program to bring about greater impact and innovation.

Co-led two groups for change management introduced by incoming President Jim Kim: (i) the operational implications of the global poverty and shared prosperity targets; and (ii) designing changes required for the Knowledge and Solutions Bank as well as defining the science of delivery for development challenges.

Led bank-wide group tasked with presenting options for fixing the matrix structure in the World Bank. Recommended to President Zoellick and then chaired for its first year the Matrix Leadership Team (MLT). The MLT brings together all Operational VPs to manage together the tensions of supply and demand of a matrix system.

Supported training and then worked with Directors in changing the culture in SARVP from a hierarchical one to collective leadership at all management levels.

Co-created with Reema Nanavaty (SEWA), a network of grassroots women organizations across the South Asia Region. We launched it in May 2011 with the purpose of learning from each other how to scale up. It also helps them recognize they are all citizens from the same region, which has been traditionally divided since 1947. The network represents 100 million women working in Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.

Have been working with Ela Bhatt on writing about feminine leadership, why this is important not only for SEWA, but also for the world.

Designed and promoted “Imagining our future Together” (2012-2013) a regional competition for young South Asian artists. With more than 1,000 entries the 25 winners showed in Dhaka, New Delhi, and Washington, DC. We focused on regional cooperation through youth and art, highlighting the importance of people-to-people connections in weaving the future of South Asia.

Supported Rajeev Sethi’s JIYO Art initiative (20007-2010) through a Japan Development Grant. The objective was to help the South Asia Heritage Foundation to grow and to fund craft people all over India. Jiyo was launched in April 2010 and became the first cultural industry brand in India majority-owned by the skilled poor. Its website launched at the South Bank in 2012.

Jiyo's production and magic will be present at a massive scale in the new airport of Mumbai, India.

MARCH 2007-JUNE 2008

World Bank Country Director for India. Managed the largest IDA program in the World Bank as well as new lending of US\$4 billion and large program of analytic work ranging from social sectors, to infrastructure, environment, macroeconomics and poverty alleviation. Started consolidation of a fragmented program of lending and analytic work, and led effort to manage corruption cases in our loans in the health sector in a way that did not hurt the long term relationship between the WB and India.

Designed and led *Development Marketplace 2007, New Delhi*. Objective was to find and fund small innovative development projects to *manage natural resources*.

DECEMBER 2002- FEBRUARY 2007

World Bank Country Director for Mexico and Colombia. Managed over 100 staff, in 3 locations and a budget of US\$12 m. New lending of about 2.5 billion dollars per annum, and over US\$10 billion portfolio. The strategy in Mexico was recognized as path-breaking in changing the way the World Bank works with higher middle-income countries. Identified the 3 toughest questions policy makers were struggling with and funded multi-year policy work on these themes: poverty, competitiveness and education quality. Brought together stakeholders to solve these problems together by working across silos and presented Terms of references and then final recommendations to the Social Sector Cabinet and President Fox. The WB became the reference of choice, especially on poverty, and our lending program increased substantially in these areas.

Designed and led *Development Marketplace 2005, Mexico City. Youth for a Mexico without Poverty*. Funded innovative ideas by youth organizations to support education, art and empowerment of youth. One of the graffiti projects in a low-income neighborhood in Mexico city was visited by Bono (U2) who played with them and helped raise awareness about the importance of youth programs in fighting poverty.

JULY 1998 – DECEMBER 2002

World Bank country director for Bolivia, Ecuador, Paraguay and Peru. Managed the WB country programs for these countries including projects and analytic work in all sectors. Led innovations that had Bank-wide impact, including the "Bolivia Pilot", which is described in Sebastian Mallaby's book "The World's Banker". It was central to Jim Wolfensohn's change process and the precursor to many innovations that changed the way the WB works, including planting the seeds for Poverty Reduction Strategies (PRSP's), programmatic lending, simplification in procurement procedures, and intensive donor coordination.

Designed and led the First Andean Consultation (Peru, 1998): for the first time indigenous leaders came together around our poverty consultations. We worked with them for several years and gave them a 5 million dollar loan for set up an organization to help them access government programs.

Worked with Afro-Peruvian communities, thinking through their own organization and how to become visible in society. Helped them make a film that showed the incredible presence and richness of the Afro- Peruvian population in Peru. After this experience they create their own organization that is active until today.

Designed and led *Development Marketplace 2001, Peru*. The focus of the DM competition were innovations to empower Civil Society. The top award went to a Circus company that trained street children to go back to their communities and train others in acrobatics and in mounting street theater performances.

JANUARY 1994 – JUNE 1998

Division Chief, Macroeconomic Management and Policy, Economic Development Institute (EDI). Managed 40 staff members and a US \$7 million training program for government officials, parliamentarians, and journalists around the world. Was part of the team that led the design and implementation of re-thinking EDI.

JUNE 1992 - DECEMBER 1994

Principal Economist for Azerbaijan, Kazakhstan and Central Asia. Developed the reform agenda for the first two WB loans to Kyrgyzstan and Kazakhstan and supervised a wide range of analytical work and policy-based lending for Kazakhstan, Kyrgyzstan, Azerbaijan, Uzbekistan, and Turkmenistan.

JANUARY 1989 - MAY 1992

Senior Economist in charge of Morocco. Led analytical studies, structural adjustment lending and country strategy development, and debt restructuring for Morocco

NOVEMBER 1989

At the request of Mario Vargas Llosa, was seconded by WB to work with him when he was presidential candidate for Peru. Developed the Social Action Program included in his economic platform.

AUGUST 1987 - DECEMBER 1988

Country Economist for Burma. Led economic report on sequencing of reforms in the transition and led identification mission for an agriculture policy based loan.

JULY 1983 -AUGUST1987

Country Economist Philippines: Led analytical work on poverty, macro economy and adjustment, trade and industry.

MARCH - JUNE 1983

Young Professional in Investment Strategy Division, working on model on US monetary developments; in the Resource Mobilization Division, and on Colombia.

APRIL 1977 - OCTOBER 1978

Research Assistant, Group of Analysis for Development (GRADE), Lima, Peru. Project on Technological Change.

EDUCATION

Economics

Master in Science in Economics, The London School of Economics and Political Science, London, England (1979-1981)

B.A. Economics, Catholic University of Lima, Peru (1974-1979). Thesis on Technological Change.

Psychoanalysis

Peruvian Psychoanalytic Institute (graduated 2005)

Washington Psychoanalytic Institute (1985-1998); Waiver, for researchers, from Board of Professional Standards of the American

Psychoanalytic Association, May 1994

Management and Leadership

Executive Development Training (1997). Training for World Bank managers at Harvard Business School, done jointly with Stanford, INSEAD, and Kennedy School.

Leadership for Collective Intelligence (2005-2006). An intensive 10-month program equipping leaders to design, initiate, and facilitate large-systems change.

Languages

Fluent in English, Spanish and French

OTHER ACTIVITIES AND POSITIONS (various years)

- Co-chairman of the Joint Vienna Institute.
- Taught "Economic Development Issues" at George Washington University (Elliot School of International Affairs).

- Member of the WB Research Advisory Group on Poverty and Human Resources.
 - Member of the WB Outside Interest Committee.
 - Therapist and later Psychoanalyst for homeless and low-income patients in Washington D.C.
 - Squash, running and yoga.
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