

Ellen Goldstein

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ellengoldstein000@gmail.com



As a former senior executive at the World Bank, I have 35+ years of experience leading strategy development, government relations, donor partnerships, and program design and implementation. I led large multicultural teams with project portfolios of \$2-7 billion to achieve development results in some of the most fragile and conflict-affected states. An expert in result-based management and leadership development, I currently consult, coach, and teach to enhance the effectiveness of foreign aid and shape the next generation of global leaders.

Leadership Skills

Strategy design and implementation

Executive coaching and facilitation

Government and donor relations

Multicultural teambuilding

Portfolio and project management

Media relations and communications

Policy Expertise

Foreign aid policy and architecture

Social sustainability and inclusion

Monitoring and evaluation systems

Health policy and systems

Fragile and conflict-affected states

Human capital development

Professional Experience

Author, Advisor, Consultant

2020-present

Independent (Arlington, Virginia)

Published an acclaimed memoir exploring the moral dilemmas faced by diplomats and development practitioners working in fragile and conflict-affected states. Consult for international organizations (e.g. World Bank, Gates Foundation) on foreign aid policy, engagement in fragile states, and evaluating development outcomes. Teach students of international development (e.g. Georgetown University, UN Graduate Fellows). Coach international and multinational leaders on performance and effectiveness (e.g. OECD, Delta Airlines, Habitat for Humanity).

Director for Myanmar, Cambodia and Lao PDR

2017-2019

World Bank Group, East Asia and the Pacific Region (Yangon Myanmar)

Led a strategic shift in World Bank programming in Myanmar toward social inclusion and conflict resolution following the 2017 Rohingya crisis. Led a multicultural team of 200+ field staff in five locations to design and implement a portfolio of \$2.8 billion in three countries. Managed government and diplomatic relations as well as media outreach in a crisis period. Achieved development results with a strong focus on the development and human rights nexus, prioritizing social inclusion, basic service delivery and good governance.

Director for the Western Balkans

2013-2017

World Bank Group, Europe and Central Asia Region (Vienna, Austria)

Supported six Balkan countries to implement growth-enhancing economic reforms and advance toward European Union membership. Led a diverse team of 200+ field staff in eight locations to design and implement a lending portfolio of \$2.5 billion. Facilitated cabinet-level visioning, strategic priority-setting and collective leadership for delivery of results in Serbia and Albania. Analyzed and recommended policies related to governance, public sector reform and citizen-centric service delivery in health, education and social protection.

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Director for Bangladesh and Nepal

2010-2013

World Bank Group, South Asia Region (Dhaka, Bangladesh)

Led a sensitive dialogue at the highest levels of government in Bangladesh on combating corruption and promoting good governance. Led a multicultural team of 250+ field staff in three locations to deliver one of the World Bank's largest lending portfolios of \$7.0 billion. Achieved development results with strong focus on poverty reduction, governance, rural infrastructure and delivery of health, education and social welfare services.

Director of Quality Assurance and Results

2007-2010

African Development Bank (Tunis, Tunisia)

Led the "Africa Achieves" multi-media campaign to support a record-breaking replenishment of the African Development Fund. Established Quality Assurance and Results Department. Introduced systems to improve portfolio quality, achieve better development results and initiate standardized reporting on results.

Country Manager for Burkina Faso

2004-2007

World Bank Group, Africa Region (Ouagadougou, Burkina Faso)

Established Secretariat for Aid Effectiveness in the field. Led government and donor relations, promoted policy dialogue on poverty reduction and supported portfolio implementation. Achieved results in agricultural productivity, community-driven development and delivery of health and education services.

Manager of the Results Secretariat

2002-2004

World Bank Group, Operations Policy and Country Services Vice Presidency (Washington, DC)

Established global partnership on managing for development results. Led development of results-based country strategy methodology and first-ever results measurement system for concessional resources, which became the standard for multilateral development banks. Co-chaired Joint Venture on Managing for Development Results.

Lead Evaluation Officer

1999-2002

World Bank Group, Operations Evaluation Department (Lusaka, Zambia)

Produced evaluations to assess the relevance, effectiveness and efficiency of World Bank country assistance strategies in Southern African countries. Led team evaluating World Bank support to Zambia in the 1990s.

(full CV and references available upon request)

Education:

Certificate in Leadership Coaching

2020

Georgetown University Institute for Transformational Leadership

Master's Degree in Public Health, International Health Policy and Systems

1992

Johns Hopkins University, School of Public Health and Hygiene

Master's Degree in Public Affairs, International Development Economics

1985

Princeton University School of Public and International Affairs

Professional Affiliations

Partnership for Transparency Fund, Board Member, Chair Audit and Governance Committee

Global Youth Leadership Center, Board Member

International Coaching Federation, Professional Certified Coach (PCC)

Quantuvos: Choose to Be Your Best, Individual and Group Coach

Language Skills:

English: Native speaking, reading and writing

French: Superior speaking, reading, writing
(Certificat Supérieur, La Sorbonne, 1978)

Recent Presentations and Lectures:

"Damned If You Do: Foreign Aid in Fragile and Conflict-Affected States" discussion October 2024
Bureau of Conflict and Stabilization Operations, US Department of State (Washington DC)

"Coordinating UN Agencies to Achieve the SDGs", seminar for UN Graduate Fellows April 2024
United Nations Foundation of the USA (Washington, DC)

"Making Ethical Choices in Complex Environments", seminar for Ethics & Development Class March 2024
School of Foreign Service, Georgetown University (Washington, DC)

"Developing Strategy Amid Conflict", seminar for Leadership Foresight Class May 2020
Robins School of Business, University of Richmond (Richmond, Virginia)

'Economics and Prosperity in Myanmar' lecture March 2019
Wilton Park Dialogue on Supporting Democratic Participation in Myanmar (Sussex, UK) March 2019

'Operating Effectively in Fragile, Conflict- & Violence-affected Countries' presentation June 2018
International Fund for Agricultural Development, Leadership Workshop (Rome, Italy) June 2018

Selected Awards and Recognition:

Amazon #1 Best-seller Biographies of Social Activists and Top 100 New Releases December 2023

Myanmar Inclusion and Peace Lens, East Asia & Pacific Vice President's Award June 2019

Balkan Flood Response, Europe and Central Asia Vice President's Award June 2015

Best Practice Award for Governance & Anti-corruption (Bangladesh), Independent Evaluation Group April 2013

Chevalier de l'Ordre National Medal, Government of Burkina Faso June 2007

Best Practice Award for Development Effectiveness (Burkina Faso) Independent Evaluation Group July 2006

Reports and Publications:

Now is the time to help Myanmar win its battle for democracy, Opinion Contributor, The Hill, February 2024

Damned If You Do: Foreign Aid and My Struggle to Do Right in Myanmar, Ballast Books, December 2023

Results and Performance of the World Bank Group 2022, Independent Evaluation Group, The World Bank, December 2022

50X2030 Initiative: Agricultural Data Architecture Evaluation, ITAD for Bill and Melinda Gates Foundation, September 2022

Myanmar: Economic Transition Amid Conflict, A Systematic Country Diagnostic, World Bank Report #148128, May 2020

Kingdom of Cambodia Country Partnership Framework, FY19-23, World Bank Report #136500-KH, July 2019

Bosnia and Herzegovina Country Partnership Framework FY16-20, World Bank Report # 99616-BA, November 2015

Rebalancing Bosnia and Herzegovina: A Systematic Country Diagnostic, World Bank Report, November 2015

Serbia Country Partnership Framework FY16-20, World Bank Report #94687-YF, May 2015

Serbia: A Systematic Country Diagnostic, World Bank Report, April 2015

Albania Country Partnership Framework FY15-19, World Bank Report # 94636-AL, April 2015

Next Generation Albania: A Systematic Country Diagnostic, World Bank Report, April 2015

Bangladesh Country Assistance Strategy, 2011-2014, World Bank Report, June 2010

Africa Achieves: Stories of a Changing Continent, African Development Bank Group, 2009

Progress in Implementing the ADF-11 Results Measurement Framework, African Development Fund Paper, September 2009

Results Reporting for ADF-10 and Results Measurement Framework for ADF-11, African Development Fund Paper, February 2008

Country Assistance Strategy for Burkina Faso, FY06-09 World Bank, Report # 32187, May 2005

Implementation of the Agenda on Managing for Results: Progress Report, World Bank Executive Board, Rpt # CODE2004-0017, March 2004

IDA Results Measurement System: Progress and Proposals, World Bank, IDA Report #IDA/SecM2003-0159, April 2003

Better Measuring, Monitoring & Managing for Development Results: Implementation Action Plan, World Bank, #SecM2003-0038, Jan 2003

Zambia Country Assistance Evaluation, World Bank Operations Evaluation Department Report # 25075, November 2002

Better Measuring, Monitoring and Managing for Development Results, World Bank/IMF Dev. Committee Report #DC2002-0019, Sept 2002

Joint Country Assistance Strategy for the Former Yugoslav Republic of Macedonia, World Bank, Report # 18162 MK, July 1998

Trends in Health Status, Services and Finance: The Transition in Central and Eastern Europe, World Bank Technical Paper # 341, 1996

The Impact of Rural Infrastructure on Rural Poverty: Lessons for South Asia, World Bank, South Asia Region #IDP-131, June 1993

Bangladesh Food Policy Review: Adjusting to the Green Revolution, World Bank South Asia Region, Report # 9641-BD, May 1992

Burkina Faso: Country Economic Memorandum, World Bank Africa Region Report # 7594-BUR, December 1989

Chad: Economic Situation and Priorities, World Bank Africa Region, Report # 6785-CD, March 1987