

Adnan Qadir Khan

FCDO and LSE

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Chief Economist, and Director for Economics and Evaluation Directorate Foreign Commonwealth and Development Office (FCDO), December 2021 - present

The FCDO Chief Economist is responsible for:

- providing economic advice to ministers, senior officials, embassies, and high commissions.
- ensuring FCDO policies and investment decisions are informed by rigorous evidence and constitute value for money.
- overseeing the Quality Assurance Unit which reviews large business cases prior to submission to ministers.
- supporting the development and use of high-quality economic expertise across the department including through opportunities for economists to deepen their expertise and stay current with advances in the discipline.
- working across Whitehall to ensure international economic analysis feeds into government decision making.
- contributing with other chief economists to a vibrant Government Economic Service.

Member Steering Committee for Sustainable Development Goals (SDGs) Synthesis Coalition, United Nations.

Chairperson, FCDO-BII Evaluations & Learning Steering Group, British International Investment (BII, formerly CDC).

OTHER PROFESSIONAL EXPERIENCE

2019 – present	Professor, School of Public Policy, London School of Economics and Political Science
2021 – 22	Academic Director, School of Public Policy, London School of Economics and Political Science
2018-19	Visiting Lecturer in Public Policy, Harvard Kennedy School.
2009 -19	International Growth Centre, London School of Economics and Political Science

2003-05	National School of Public Policy
2003	Education Sector Reform Program
2001-02	Ministry of Finance
1995-2001	District Administration
1990-95	Consultant, Project Manager

EDUCATION AND TRAINING

PhD Economics, Queen's University.
 Master of Public Administration, Harvard Kennedy School.
 B.Sc. Engineering, University of Engineering and Technology.

Leadership Development Program, London School of Economics.
 Special Training Program, Administrative Service Academy.
 Common Training Program, Civil Services Academy.
 International Affairs and Philosophy, Punjab University.

Languages / Travel

Fluent in English, Urdu, and Punjabi; Basic in Sindhi.
 Actively learning Spanish and Arabic.
 Varying levels of professional engagements in over 50 countries over the years.

RESEARCH

Published Papers

Government Analytics Using Administrative Case Data (with Michael Best, Columbia, and Alessandra Fenizia, George Washington University), *The Government Analytics Handbook: Leveraging Data to Strengthen Public Administration*. World Bank. 2023.

Bureaucracy and Development (with Timothy Besley, LSE, Robin Burgess, LSE, and Guo Xu, Berkeley), *Annual Review of Economics* 2022.

The Allocation of Authority in Organizations: A Field Experiment with Bureaucrats (with Oriana Bandiera, LSE, Andrea Prat, Columbia, & Michael Best, Columbia). *Quarterly Journal of Economics* 2021.

Building Trust in the State with Information: Evidence from Urban Punjab (with Andreas Stegmann, Warwick, Mahvish Shaukat, World Bank, and Sanval Nasim, LUMS). *Journal of Public Economics* 2021.

Preparing for Crises: Lessons from Covid-19 (with Jishnu Das, Georgetown, Asim Khwaja, Harvard, and Anum Malkani, CERP). *LSE Public Policy Review*. 2021.

Making Moves Matter: Experimental Evidence on Incentivizing Bureaucrats through Performance-Based Postings (with Ben Olken, MIT, and Asim Khwaja, Harvard). *American Economic Review*, 2019.

Tax Farming Redux: Experimental Evidence on Incentive Pay for Tax Collectors (with Ben Olken, MIT, and Asim Khwaja, Harvard). *Quarterly Journal of Economics*, 2016.

Breaking the Counter-cyclical Pattern of Local Democracy (with Roger Myerson, Chicago, and Ali Cheema, LUMS), in '*Is Decentralization Good for Development? Perspectives from Academics and Policymakers*', Oxford University Press 2015.

The Impact of Social Networks on Labor Market Outcomes: New Evidence from Cape Breton (with Steven Lehrer, Queen's) *NBER Working Paper, Canadian Public Policy* 2013.

Capacity Development for Education Service Delivery: Top-Down Devolution (with David Watson) in *Public Administration and Development* 2010.

Decentralization in Pakistan: Context, Content and Causes (with Asim Khwaja, Harvard, and Ali Cheema, LUMS), for '*Decentralization and Local Governance in Developing Countries*', MIT Press, USA 2006.

Working Papers

Big Push Pro-Poor Policies and Economic Preferences: Evidence from a Partial Population Experiment (with Nicolas Cerkez, UCL, Imran Rasul, UCL, and Anam Shoaib, CERP). 2023.

Preferences and Performance among Bureaucrats: Evidence from Pakistan's Civil Service (with Gabriel Tourek, Pittsburgh, and Zahra Mansoor, Bristol). 2023.

Policy Decisions and Evidence Use among Civil Servants: A Group Decision Experiment (with Laura Metzger, HKS, and Theodore Svoronos, HKS). CID, STICERD Working Paper. 2020.

Effect of Capacity in Delivery of Urban Services (with Gharad Bryan, LSE, Gerard Padro i Miquel, Yale, and Ali Cheema, LUMS). 2020.

Political Connections and Vote Choice (with Jacob Shapiro, Princeton, Michael Callen, LSE, Asad Liaqat, Facebook, Ali Cheema, LUMS, and Farooq Naseer, LUMS). 2018.

Ongoing Projects

Rebuilding the Social Compact: Urban Service Delivery and Property Taxes (with Benjamin Olken, MIT, Asim Khwaja, Harvard, and Mahvish Shaukat, World Bank).

The Design of Social Protection Programs for the Ultra-Poor: Asset Transfers versus Unconditional Cash Transfers (with Oriana Bandiera, LSE, Robin Burgess, LSE, Orazio Attanasio, UCL, and Imran Rasul, UCL).

Understanding and Mitigating Excessive Risk-Taking in Bureaucracies: The Role of Pro-Social Motivation (with Sheheryar Banuri, Cambridge, and Zahra Mansoor, Bristol). 2023.

Transforming the Public Sector by Improving Bureaucratic Performance: Mission Match and Slack (with Timothy Besley, LSE, and Dan Honig, UCL)

Judicial Access and Development (with Daniel Chen, Toulouse, and Sultan Mehmood, NES).

Graduating out of Poverty: Testing the impact of Cash Transfers vs. Lump-sum Grants (with Benjamin Olken, MIT, and Rema Hanna, HKS).

Institutional Reforms in Policing: Accountability, Organisational Culture and Social Norms (with Daron Acemoglu, MIT, Claudio Ferraz, UBC, and Zahra Mansoor, Oxford)

Strengthening State Capacity and Enhancing Bureaucratic Effectiveness.

Precision versus Proximity: Evidence from Survey Experiments with Civil Servants (with Michael Callen, LSE, Asim Khwaja, Harvard, and Asad Liaqat, Facebook).

Evaluating the Take-up, Usage, and Impact of Mobile Money Accounts (with Greg Fischer, LSE, Joshua Blumenstock, Berkeley).

Effect of Employment on Volunteering and Health Outcomes: Evidence from a Community Employment Project in Canada (with Steven Lehrer, Queens).

Identifying the Impact of Decentralization.

PEDAGOGY.

Courses Taught / Currently Teaching.

- *Public Organisations: Theory and Practice* (with Timothy Besley), School of Public Policy, London School of Economics, 2020 – present.
- *Political Economy Applications for Public Policy* (with Andres Velasco, Lant Pritchett, and Vanessa Rubio-Marquez), London School of Economics, 2021 – present.
- *Development Economics* (with Joana Naritomi), EMPA/EMPP, School of Public Policy, London School of Economics. 2019 – present.
- *Making Governments and Policies Work for Development*, School of Public Policy, London School of Economics, 2019-2020.
- *Conducting Research with External Actors*, PhD Workshop, STICERD, LSE, 2019-20.
- *Applications and Cases in International Development* (with Michael Walton), Harvard Kennedy School, 2018-19.
- *Economic Development: Using Analytical Frameworks for Smart Policy Design*, Harvard Kennedy School, 2018-19.
- *Policy, Bureaucracy and Development: Theory and Practice of Policy Design, Implementation and Evaluation*, LSE (2014 – 2017).
- *Policy and Bureaucracy: Opening the Black box of Governance*, Harvard HKS, 2017-18.
- *FCO and FCDO South Asia Executive Education Programme*, King's College London. 2017-21.
- *Political Skills for Public Policy*, SPP LSE, 2021.

- *Policy Skills and Leadership*, Workshop for policy actors, 2020.
- *Modules on Evidence-based Policy Formulation*, courses for bureaucracy, 2003 onwards.
- *Development Economics*, Queen's University, 2008.

SELECTED TEACHING ADVISORY

LSE Capstone projects (and clients):

- Promoting a Diverse and Inclusive Tech Economy in the UK (with Amazon UK).
- What does Online Safety look like in a Fully Encrypted World? (Ofcom UK).
- Promoting Inclusive Growth in Urban Land Development (with City of Cape Town Government).
- Strengthening Government Legitimacy through Digital Engagement (with Centre for Public Impact UK).

HKS:

- Transforming Smallholder Agriculture in Ethiopia.
- Zimbabwe's Pathway towards Growth: Transforming the economic and political landscape.

GRANTS AND HONOURS

Received over \$7 million competitive research grants from global calls for proposals.

Received LSE Excellence in Education Award 2020.

Poverty Reduction, Equity and Growth Network (PEGNET) Best Practice Award 2017 for effective interaction between research and practice.

Stood first in the country in the competitive Civil Service (CSS) examination Pakistan 1995.

Received President's Gold Medal for Best All-Round Officer in 1997.

POLICY WORK

State Fragility

Co-chaired (with David Cameron and Donald Kaberuka) LSE-Oxford Commission on State Fragility, Growth and Development. 2017-18.

Final Report *Escaping the Fragility Trap* (with Timothy Besley, LSE, and Paul Collier, Oxford), April 2018, LSE-Oxford Commission on State Fragility, Growth and Development. (in English and French)

Co-Academic Lead (with Paul Collier and Tim Besley), on State Fragility Initiative. 2018-2021.

Blog. Solving the Puzzle of Peace. UNU-WIDER. June 2022.

State Capacity

Chapter on *State Capacity* (with Dan Honig, UCL/Georgetown, and Joana Naritomi, LSE).

Putting Research into Practice. Podcast for STEG CEPR (Structural Transformation and Economic Growth programme at Centre for Economic Policy Research).

Blog. *Nation-Building 101*. Project Syndicate with Andres Velasco.

Making Moves Matter: Experimental Evidence on Incentivizing Bureaucrats through Performance-Based Postings.

- VoxDev Audio
- J-PAL Evaluation Summary (in English and Spanish)

Tax Farming Redux: Experimental Evidence on Incentive Pay for Tax Collectors

- Documentary on the project (won First prize at LSE Research Festival 2014)
- JPAL Policy Briefcase: Paying for Performance
- 3ie Policy Report: Property Tax Experiment in Punjab, Pakistan
- Blog on Microeconomic Insights: Impact of incentives on tax collectors and taxpayers

Policy Advisor for Harvard Kennedy School Evidence for Policy Design (EPOD) project on *Building Capacity on Use of Research Evidence* (BCURE) from 2013-17.

Blog. *Autonomy – not rules – may be the government’s best weapon in the fight against corruption* (with Katie Parry, Oriana Bandiera, Michael Best, Andrea Prat). VOX. 13 May 2020.

Op-ed. *The Analytical Angle: What’s in the price of a pen? Millions of rupees, if you’re the government.* (with Michael Best, Columbia). DAWN October 23, 2019.

Blog on Monkey Cage at *Washington Post*. 2017. “*These 3 barriers make it hard for policymakers to use the evidence that development researchers produce*”.

Growth Brief. Rewarding bureaucrats: Can incentives Improve public sector performance? (with Oriana Bandiera and Julia Tobias), International Growth Centre. 2017.

Essay. Designing Incentive Structures in Bureaucracies: A case study for Civil Service Reform in Pakistan (with Asim Khwaja and Tiffany Simon). Princeton University Wilson Center’s Volume on “Pakistan’s Institutions: We know they matter, but how can they work better?”

Growth Brief *Taxing to develop: When 'third-best' policies are optimal* (with Henrik Kleven and Upaasna Kaul), International Growth Centre 2016 (FT Blog in beyondbrics).

Tax in Developing Countries: Increasing Resources for Development (with Timothy Besley, LSE) Written Evidence for the International Development Select Committee, UK Parliament 2012.

Capacity Building for Decentralized Education Service Delivery in Pakistan (with David Watson) (Discussion Paper 57G) European Centre for Development Policy Management: Maastricht 2005.

Covid-19 Policy Response

Addressing the Knowledge Gap During the Covid-19 Pandemic.

Policymaking in uncertain times. May 2020. International Growth Centre and Centre for International Development Harvard University (English, Arabic, French versions).

Smart Containment with Active Learning: A Proposal for a Data-Responsive and Graded Response to Covid-19. May 2020. Center for International Development Harvard Kennedy School.

Punjab's Smart Sampling and Testing Strategy Report. August 2020. CERP.

Smart Containment with Active Learning: Operations Plan. May 2020. Center for International Development Harvard Kennedy School.

IGC COVID-19 guidance note: Containment strategies and support for vulnerable households. International Growth Centre.

What are the smart COVID-19 containment options for developing countries? LSE Blog.

Voluntary compliance with Covid-19 control is crucial now? DAWN blog. July 2020.

Entrepreneurship and Social Protection

Targeting the Poor: Developing economies face special challenges in delivering social protection (with Rema Hanna, HKS, and Benjamin Olken, MIT), Finance and Development, December 2018, Vol. 55, No. 4, International Monetary Fund. (Spanish version)

The Effects of Pro-Poor Policies on Economic Preferences (with Imran Rasul, UCL, and Nicolas Cerkez, UCL, and Anam Shoaib, CERP). Policy Brief.

The Design of Social Protection Programs for the Poor: In-Kind Asset Transfers versus Unconditional Cash Transfers. (with Oriana Bandiera, LSE, Robin Burgess, LSE, and Imran Rasul, UCL). Policy Brief.

Asset Transfer Program: One Year Impact Report (with Imran Rasul, UCL, Schanzah Khalid, CERP, and Shujaat Ali, CERP) PPAF-CERP, 2015.

Punjab Economic Opportunities Program, Phase 1 Baseline Report. 2013.

Punjab Economic Opportunities Program, Supply Side Surveys Report. 2013.

A Study of Informal Finance Markets in Pakistan, Pakistan Microfinance Network 2005.

SELECTED KEYNOTE TALKS, PANELS AND PRESENTATIONS

Macroeconomic Policy for Development in Sub-Saharan Africa, 12th Annual JRCPFF Conference, Princeton University. February 2023.

IGC Tax for Growth Initiative. April 2023.

How to get inclusive growth started in fragile contexts? UNU-WIDER Conference June 2022.

Bureaucracy, State Capacity, and Development, Mahbub ul Haq Distinguished Lecture, LUMS. 2021

About 20 talks globally on Covid-19 policy response including the SCALE approach and policy making under uncertainty with officials in Egypt, Yemen, Sudan, African Development Bank, World Bank Central Asia, LSE, and elsewhere.

COVID-19: the economic policy response. LSE Public Event with Silvana Tenreyro, Ricardo Reis, and Andres Velasco. May 2020.

Crucial Role of State Capacity in Crisis Response. LSE Public Event with Margaret Levi, Tim Besley and Erik Berglof. June 2020.

COVID-19 in South Asia: Bangladesh, India, and Pakistan. LSE Public Event with Tania Aidrus, Yamini Aiyar, Jishnu Das and Mushfiq Mobarak. LSE Public Event. June 2020.

Learning Failures and State Capability Traps. Panel with Lant Pritchett and Asim Khwaja. Harvard CID GEM 2019.

Policy skills for research. Short Course on Research Skills for Sub Saharan Africa. IZA G²LM LIC December 2020.

Keynote talk, Why do developing countries tax so little? Lessons from research and practice, 4th Zurich Conference on Public Finance in Developing Countries, University of Zurich, December 2019.

Plenary address, Is the cure worse than the disease? The unintended effects of corruption control. September 2019, International Conference on Applied Development Economics, Lahore Pakistan.

Behavioural Economics Workshop, September 2019, LSE-B4U.

Financing Cities: Land and Property Taxes Workshop, September 2019, IGC-Urban Unit.

Workshop on Internal Audit, August 2019, Asian Development Bank, Manila.

Keynote talk, From Fragility to Peace and Development, July 2019, IGC-ISP Seminar, Yangon, Myanmar.

Workshop on Civil Service Reforms, August 2019, Lahore Pakistan.

State Fragility – A Global Phenomenon, October 2018, The 2018 Pearson Global Forum University of Chicago.

Tax Policy Design and Enforcement Conference, July 2018, Lusaka Zambia.

Cabinet Office Seminar, July 2018, Lusaka, Zambia.

CIFAR-IGC-BA Event, A New Approach to State Fragility, June 2018, British Academy, London.

Forum on Public Procurement, June 2018, Beirut, Lebanon.

USIP, Rockefeller Center, ODI Workshop, The Future of Fragile States, June 2018, The Bellagio Rockefeller Center, Italy.

Conference on 'Systems of Public Service Delivery in Developing Countries', May 2018, Blavatnik School of Government, Oxford.

World Bank Annual Conference 2016 panel 'The Governance Gap: Why Does Half the World Distrust Government and What Can We Do About It?'

World Bank Conference on 'Innovating Bureaucracy' November 8-9, 2017, Washington DC.

World Bank Tax Conferences, May 2015 and February 2016, Washington DC.

International Economic Association World Congresses in Jordan (2014) and Mexico City (2017).

Africa Growth Forum Kampala (2013), Accra (2014), Addis Ababa (2015).

South Asia Growth Conferences in Dhaka (2012), New Delhi (2013) and Lahore (2014).

Policy events in Bangladesh, Ethiopia, Ghana, India, Lebanon, Liberia, Malawi, Mozambique, Myanmar, Sierra Leone, South Sudan, Uganda, USA, Zambia, and many other countries.

Academic Seminars at LSE, Oxford, Columbia, Harvard, Stockholm, Delhi, Buenos Aires, Rio de Janeiro, Dhaka, Moscow, Brunel, Sussex, CEPR Conferences, Manchester, Bogota, Santiago, Lima, Mendoza, Zurich, and other places.

AFFILIATIONS

Member Advisory Board, *Centre for Analysis of Social Exclusion (CASE)*, LSE. (2020 –).

Board Member, *Charles Wallace Pakistan Trust (CWPT)*, UK. (2020 –).

Theme Lead, Governance and State Capacity, *LSE Shaping the Post-Covid World Initiative*. (2020-21).

Academic Lead, *Maryam Forum Lab on Global Emergencies Response*, LSE (2020-21).

Affiliate, *Jameel Poverty Action Lab (JPAL)*, MIT, (2019 – currently on leave).

Associate, *Building State Capability Program*, at Center for International Development, Harvard (2019 - 2021)

Academic Co-leader, *Reducing State Fragilities Initiative* (IGC), (2019-2021).

Affiliated Researcher, *Yale University Research Initiative on Innovation and Scale (Y-RISE)*. (2018 –).

Affiliated Researcher, *Precision for Development (PxD)*. (2018 – 21).

Policy Advisor, Harvard Kennedy School *Evidence for Policy Design, Building Capacity on Use of Research Evidence (BCURE)* (2013-17).

Referee for: American Economic Journal, American Economic Review, Economica, Economic Journal, Journal of Development Economics, Journal of Political Economy, Journal of Public Economics, Pakistan Development Review, Quarterly Journal of Economics, Review of Economics and Statistics, Review of Economic Studies.

Co-Led LSE Public Policy Review Special Issue on COVID-19.

VOLUNTARY WORK

Volunteer at LSE UK Homelessness Project. 2020 – 21.