

# Sir Suma Chakrabarti KCB

## Key Areas of Expertise

- Strategy, policy and delivery in an international context.
- Leadership of reform.
- Managing large scale organisational change and building capability
- Proven skills at operating at the centre of government and, as head of an international organisation, in global arenas.

## Qualifications

- MA Development Economics, Sussex
- BA PPE, Oxford

## Honours

- Knighthood, KCB
- Fellow of Royal Society of Arts
- Hon Doctorate of Law, University of Sussex
- Hon Fellow, New College, Oxford University
- Hon Benchers, Middle Temple
- Hon Doctorate of Civil Law, University of East Anglia
- Hon Doctorate from University of Economic Studies, Bucharest

## External non-executive roles

- Lately Chair, Voluntary Service Overseas (VSO) International Board
- Lately Member, Overseas Development Institute (ODI) Advisory Council
- Lately Honorary Associate, Oxford University Department for International Development Advisory Council

## Languages

- Fluent – English, Bengali
- Very basic knowledge - French, German

I have a strong track record in leading international and national organisations. Throughout much of my career, I have focussed on transition and development issues (including as President of the European Bank for Reconstruction and Development and Permanent Secretary at the UK Department for International Development). Alongside that, I have led change in the bodies that I have run in order to improve their effectiveness. I have played a major role in international decision making on how best to deliver development goals, including how to involve the private sector.

## Key positions held

**President of the European Bank for Reconstruction and Development** (2012 – Present) modernising delivery of investment and policy reform expertise to countries of operations in order to develop their private sectors and free market economies.

**Permanent Secretary (the most senior civil servant in UK Government departments)** in both international (**Department for International Development** 2002-07) and domestic (**Ministry of Justice** 2007-2012) fields, combining policy and delivery.

**Head of the Economic and Domestic Secretariat in the UK Cabinet Office** (2000-01), working closely with the Prime Minister to manage both the Cabinet and Cabinet Committee co-ordination of economic and domestic policy issues.

**Director of the Performance and Innovation Unit** (later the **British Prime Minister's Strategy Unit**) in the **Cabinet Office** (1998-2000), creating a Government think-tank focused on solving difficult cross-cutting and cross-departmental public policy and delivery problems.

**Head of General Expenditure Policy** and head of various spending teams at **HM Treasury** (1996-98), leading the 1998 Comprehensive Spending Review and managing the UK Government's overall public expenditure.

## Key achievements

**Delivering** transition impact to emerging market economies in a challenging economic context.

**Managing** shareholder and other stakeholder relations in a complex geopolitical environment.

**Leading** change in an international organisation which led to enhanced operational delivery (having done the same in UK national organisations).

**Forging** excellent relationships, working with multilateral institutions including the IMF, World Bank and other Regional Development Banks.

**Creating** the first ever UK Government-wide policy and delivery performance management process, through Public Service Agreements.

**Developing** a more effective and joined up UK justice system and building the culture, capability and performance of the new Ministry of Justice.

## Career Highlights

### President, European Bank for Reconstruction and Development

I have implemented a process of major change at the EBRD, modernising the organisation in order to enhance delivery to the Bank's Countries of Operations and ensuring that shareholders get better value from the organisation. The result is that the EBRD is now able to respond more quickly to external needs and is focussing beyond just the delivery of investment through projects. A strategy is in place to address country issues more systematically, helping them to build economic resilience, become more integrated in the global and regional economies, as well as supporting them in combatting common global challenges. All of this has been achieved in a difficult economic and geopolitical environment. I have led the Bank through these challenges and re-energised its activities. I have done this while bringing more budgetary rigour to the organisation. The One Bank programme that I initiated has brought about a more innovative Bank, a more cost conscious Bank, a more responsive Bank and a more modern Bank. Effectiveness and efficiency are now at the forefront of the EBRD's approach. This has enabled it to react nimbly and swiftly to external challenges, maintaining its operational delivery.

### Permanent Secretary, Ministry of Justice

I led the development of an effective and joined up justice system, bringing responsibility for the entire system together for the first time. I spearheaded the innovative Transforming Justice programme which delivered ambitious changes in the justice system in a challenging fiscal environment, bringing about better outcomes for the public at a lower cost to the tax payer and has become a unifying brand for major cross-MoJ initiatives. I restructured the Department through introducing and implementing a new Operating Model Blueprint. The TJ programme aimed to improve outcomes while reducing MoJ's £9bn budget by 25% over the current Spending Review period. It has been held up as a benchmark change programme by the independent Institute for Government. I also led the successful delivery of the MoJ's Performance and Efficiency Programme, which brought about savings of over £1 billion over a 3 year period to 2011.

### Permanent Secretary, Department for International Development

Having delivered successful change in DfID from 2002 – 2007, the Department is now rated as the top organisation in both international development (through the OECD peer review process) and in UK government (through the Capability Review process). This combined radical policy, organisational and management change. I focused in particular on improving prioritisation, enhancing development effectiveness, building better partnerships domestically and internationally, and improving the quality of management within a very decentralised structure. Further, I was closely involved in enhancing the effectiveness in promoting private sector development of the UK's national Development Finance Institution – the Commonwealth Development Corporation. Quite apart from my work with the emerging markets in other parts of the world, I have many years' experience working with economies undergoing substantial reform in Eastern Europe, the Former Soviet Union and the Middle East and North Africa. I

was closely involved in focusing the UK's successful Know-How Fund for Central and Eastern Europe, set up in the early 1990s, and with the European Commission in improving its programmes in the Middle East and North Africa.

**Head, Economic and Domestic Secretariat, Cabinet Office**

Led the work of the Cabinet Office Secretariat responsible for co-ordinating economic and domestic policy issues which require collective ministerial agreement. I instigated a series of reforms to the management of Cabinet and Cabinet Committees.

**Director, Performance and Innovation Unit (later the "PM's Strategy Unit"), Cabinet Office**

Responsible for creating a new central unit to give the Prime Minister a project-based capacity to look at issues which have a medium to long-term impact and cross public sector projects.

**Head of General Expenditure Policy, HM Treasury**

Led on UK public expenditure and public service reform through creation of Public Service Agreements (results frameworks) and various privatisations and sale of government assets.