

CURRICULUM VITAE

Norman I. A. LaRocque

Postal Address Goethestrasse 41B
61476 Kronberg im Taunus
Germany

Contacts Mobile: +49 152 5849 2372
Email: nlarocque@dasmarinaseurasia.com
Skype: norman.larocque
LinkedIn: www.linkedin.com/pub/norman-larocque/6/409/594

Citizenship New Zealand, Canada

Profile Summary

Experienced development specialist in the education and training sector, with broad consulting and employment experience with international financial institutions, government, and the private sector. Strong conceptual and practical skills in policy development, and program/project design and implementation. Works well with senior government officials, government counterparts, development partners, and sector stakeholders. Strong team and project leadership and management skills developed in national and international/multicultural contexts. Excellent networking skills. Broad geographical experience and experience across all levels of education. Strong analytical and research skills with a focus on country assessments, higher education, technical and vocational education and training (TVET), public-private partnerships (PPPs) in education, secondary education, and private involvement in education. Excellent written, spoken, and editing skills. Frequent speaker at internal and external conferences and workshops.

Key Accomplishments

- Led teams that prepared and implemented Asian Development Bank (ADB) technical assistance (TA) and lending programs/projects across different levels of education in Cambodia, Georgia, Indonesia, Lao PDR, Pakistan, the Philippines, Tajikistan, Thailand, Uzbekistan, and Viet Nam.
- Led teams that prepared a \$300 million secondary education results-based loan in the Philippines, a \$190 million science and technology university project in Viet Nam, and the first ADB education project approval in Pakistan in 15 years.
- Consultant member of World Bank teams that prepared assessments of the higher education sectors in Pakistan and Sri Lanka, and led ADB teams that prepared assessments of the school sector in Sindh, the TVET sector in Punjab, and the skills sector in Uzbekistan.
- Member of teams that prepared ADB country partnership strategies and ADB country operations business plans in several countries, including Indonesia, Lao PDR, and Pakistan.
- Management experience with the New Zealand Treasury and New Zealand Ministry of Education, as well as experience as officer-in-charge (OIC) with the Government of Canada and ADB.
- Author/co-author of and contributor to publications for various agencies covering a range of issues in the education sector, including PPPs, regulation of education, and higher education.
- Consultant to multilateral and bilateral development partners with experience in Australasia, Africa, East Asia, Gulf Cooperation Council countries, North Africa, Southeast Asia, and South Asia.

Education

- Master of Arts (Economics), 1984
University of Western Ontario, London, Ontario
- Bachelor of Arts – Honors Economics, 1983
University of Western Ontario, London, Ontario
- Dean's Honour List, University of Western Ontario, 1983

Professional Experience

July 2008 – February 2021 **Principal Education Specialist, Asian Development Bank, Manila, Philippines**

Principal Education Specialist (2014–2021), Senior Education Specialist (2010–2014), and Education Specialist (2008–2010), based at ADB's headquarters (July 2008–December 2014 and October 2016–February 2021) and Indonesia Resident Mission (January 2015–September 2016). Prepared strategies to lift the performance of the education system in ADB's developing member countries (DMCs), including contributing to the preparation of ADB's country partnership strategies and country operations business plans; providing policy, strategic and technical advice on education issues; conducting policy dialogue with DMCs; and undertaking knowledge work to support operations, policy and strategy.

Led teams that identified and prepared education lending programs/projects, and TA projects at the school, TVET and higher education levels. Duties included developing the proposed program/project concept, securing and managing TA funds for project preparation, developing and managing TA budgets, recruiting and managing teams of up to 20 consultants (within firms or as individual consultants), project communications, and relationship management with ADB counterparts, senior government counterparts, development partners and sector stakeholders. Led the project preparation team responsible for designing program/project components; determining project costings; conducting project financial, environmental, and social due diligence; developing project procurement and monitoring and evaluation arrangements, drafting and editing project documents for ADB Board approval, conducting loan negotiations, and presenting projects to the ADB Board.

A key feature of my program/projects and TA projects is the incorporation of innovative solutions to address education sector challenges, including demand-side financing programs, private management of public schools, establishment of centers of excellence to improve the quality and relevance of TVET, and measures to improve access to, and the quality of, girls' education and training.

Programs/projects were as follows:

Program/Project Preparation TA Approvals

- Georgia: Modern Skills for Better Jobs Sector Development Program (\$0.7 million, approved 2019)
- Pakistan: Improving Workforce Readiness in Punjab Project (\$0.8 million, approved 2019)
- Pakistan: Sindh Secondary Education Improvement Project (\$1 million, 2017)
- Philippines: Secondary Education Support Program (\$1.3 million, approved 2016)
- Lao PDR: Second Strengthening Higher Education Project (\$1.45 million, approved 2014)
- Philippines: Education Improvement Sector Development Program (\$1.8 million, approved 2011)
- Lao PDR: Strengthening TVET Project (\$1 million, approved 2009).

Standalone TA Approvals

- Pakistan: Strengthening the Capacity of the Government of Punjab to Deliver Quality and Inclusive TVET (\$2 million, approved 2020)
- Pakistan: Education Sector Assessment (\$0.225 million, approved 2016)

- Philippines: Implementing the Senior High School Support Program (\$1.5 million, approved 2015)
- Philippines: Teach for the Philippines (\$0.5 million, approved 2014)
- Thailand: Piloting Public-private Partnerships in the Social Sectors (\$1 million, approved 2013).

Program/Project Preparation

- Georgia: Modern Skills for Better Jobs Sector Development Program (\$100 million, for approval December 2020 – until October 2020)
- Pakistan: Improving Workforce Readiness in Punjab Project (\$100 million, for approval 2021 – until October 2020)
- Pakistan: Sindh Secondary Education Improvement Project (\$75 million, approved 2019)
- Philippines: Senior High School Support Program (\$300 million, approved 2014)
- Viet Nam: University of Science and Technology of Hanoi Development (New Model University) Project (\$190 million, approved 2011)
- Lao PDR: Strengthening Technical and Vocational Education and Training Project (\$23 million, approved 2010).

Program/Project Implementation

I have had considerable experience in overseeing the implementation of ADB programs/projects – both those that I prepared and others – in Cambodia, Indonesia, Lao PDR, Pakistan, the Philippines, Tajikistan, Thailand, Uzbekistan, and Viet Nam. These projects were at the school, TVET and higher education levels. Duties involved monitoring and overseeing all aspects of project implementation by DMCs, including monitoring project implementation and achievement of project milestones and timelines; ensuring the delivery of project outputs and the attainment of project outcomes; monitoring financial and physical progress against agreed timelines; approving project procurement and consultant recruitment; tracking project contract awards and disbursements; monitoring progress against the gender action plan; ensuring compliance with environmental and social safeguards, providing technical and strategic advice; and providing overall project quality assurance.

**January 1999
– July 2008**

Independent Consultant, Wellington, New Zealand

Independent consultant based in Wellington (I worked part-time on top of my full-time position from January 1999–July 2006 and full-time from July 2006–July 2008). Undertook consultancies for a range of international clients covering a range of areas, including school education, higher education, PPPs, student loans, science and technology, early childhood education, and private education. Individual and team-based consultancies included:

- Reform of the Mongolian Education and Training Fund, Government of Mongolia/World Bank
- Assessment of the Medium-term Development Framework of the Pakistan Higher Education Commission, World Bank
- Study on Enhancement of PPPs in the Implementation of Uganda’s Universal Post-Primary Education and Training, GTZ
- Study on Science and Technology – Constraints to Development, ADB
- Sindh Education Sector Reform Program, World Bank
- Study of the Small and Medium Education Enterprise Sector in Bangladesh, SouthAsia Enterprise Development Facility, International Finance Corporation (IFC)

- Study on the Cost and Financing of the Reform and Development of Private Higher Education in Morocco, World Bank
- Sri Lanka Higher Education Review Project, World Bank
- Private Participation in Education in Ethiopia, DFID/World Bank
- People's Republic of China Education Market and Regulatory Survey, IFC
- Oman Cost-Effectiveness Study for the Education Sector, World Bank.

A full list of consultancies I undertook can be provided.

**January 2002
– July 2006**

Policy Advisor, New Zealand Business Roundtable, Wellington, New Zealand

Policy Advisor with the New Zealand Business Roundtable (NZBR), a public policy organization now known as the New Zealand Initiative. I was also advisor to the Education Forum, the NZBR's education offshoot. I was responsible for developing and providing advice on a range of policy issues, including labor market regulation, employment, training, PPPs, and education. My work involved researching and writing policy reports, preparing submissions on policy issues, developing networks, appearing before Parliamentary Committees, drafting newspaper articles and media releases, appearing on television and radio, delivering speeches and presentations; and initiating/supervising the work of consultants. I also did a lot of work to refresh the image of the NZBR, including improving its social media platforms.

**January 2001 –
January 2002**

Director, Global Corporate Finance, Arthur Andersen, Wellington, New Zealand

Provided advice to clients on a range of policy and regulatory issues, with a focus on education.

**April 2000 –
Sept 2000**

Consultant, Human Development Network Education Team, World Bank, Washington, DC

Consulting assignment with the Human Development Network at World Bank headquarters. Tasks included developing a template for assessing private education sector in developing countries, preparing articles, delivering presentations to World Bank staff on education issues, delivering presentations to Ministerial delegations from client countries on education reform issues and undertaking reviews of the private education sector in Oman and Ghana.

**Oct 1997 –
April 2000**

Senior Manager, Education Management Policy Section, Ministry of Education, Wellington, New Zealand

One of two senior managers responsible for a newly created division of 16 analysts and support staff. I was responsible for advising on strategic and policy issues; preparing and managing budgets; staff hiring, management, and training; engaging consultants; work planning; and building up the analytical capability of the division. The division was newly created and hence required considerable capacity building through the appointment and development of new staff. Policy responsibilities included a review of the regulatory framework for schools and a review of the extent to which the education sector meets the needs of at-risk students. A key responsibility was providing leadership on policy issues under my areas of jurisdiction, including determining final Ministry positions on key issues, briefing senior officials and Ministers, representing the Ministry at key meetings and conferences, and managing relationships with sector stakeholders.

- Sept 1995
– Oct 1997** **Manager, Working Age Policy Section, Social Policy Branch, New Zealand
Treasury, Wellington, New Zealand**
- Manager of the Working Age Policy Section, with responsibility for employment, industrial relations, tertiary education, labor markets, and immigration. The division was also responsible for Budget and financial analysis of the Department of Labour. The division had a significant role in the preparation of the country's annual Budget. As manager, I was responsible for preparing and managing budgets, staff hiring, managing the division's 10 staff members, staff training, engaging consultants, work planning, and building up the analytical capability of the division. Policy responsibilities included providing leadership on policy issues under my area of jurisdiction, including determining final Treasury positions on key issues, briefing senior officials and Ministers, and managing relationships with other government departments and sector stakeholders.
- February 1992
– Sept 1995** **Senior Analyst, Social Policy and Government Services Branch, New Zealand
Treasury, Wellington, New Zealand**
- Responsible for providing policy advice to the Minister of Finance/Treasurer and the Government on all aspects of New Zealand tertiary education, including funding, student assistance, governance of tertiary education institutions and capital charging. Responsibilities included reviewing and assessing Ministry of Education spending forecasts and new policy proposals as part of the annual Budget cycle. I provided support to the Government-appointed Tertiary Capital Charge Task Force, which examined the introduction of capital charging for tertiary education institutions.
- 1985 – 1992** **Acting Chief/Senior Analyst/Analyst, Strategic Policy and Planning Group,
Employment and Immigration Canada, Ottawa, Canada**
- Held increasingly senior positions within the Strategic Policy and Planning Group at Employment and Immigration Canada, including Acting Chief of the Unemployment Insurance (UI) Policy Division in 1989/90. Supported several assessments of the UI system in Canada, culminating in a major reform of the UI system in 1990 and the introduction of Federal active labor market and training policies.
- 1984 – 1985** **Economist, Passenger Transport Studies, Research Branch, Canadian
Transport Commission, Ottawa, Canada**
- 1983 – 1984** **Teaching Assistant, The University of Western Ontario, London, Canada**
- 1978 – 1983** **Summer employment, E. B. Eddy Forest Products Ltd, Espanola, Canada**

Leadership Experience

I have had considerable experience leading teams as a manager, acting manager and team leader. In 1990, I was acting chief of the UI Policy Division of Employment and Immigration Canada in 1989/90 while my Director was on secondment. I was responsible for ensuring delivery of division outputs and all aspects of division management. I also held management positions in the New Zealand Treasury from 1995–1997 and Ministry of Education from 1997–2000. From May–October 2014, I was OIC of the Human and Social Sector Division in the Southeast Asia Department of ADB. I was responsible for staff recruitment, development, and management; delivery of division outputs including TA and lending programs; sector and division strategy; preparation and execution of the division budget; communication with senior management; and consultant recruitment. As a program/project team leader, I have significant management responsibilities, including hiring firm-based and individual consultants (up to 20 consultants), overseeing the work of ADB colleagues and consultants, managing large budgets, meeting implementation timeframes, and ensuring the quality of outputs. Mentored and helped develop new staff.

Country Experience

Bangladesh, Cambodia, Cameroon, the People's Republic of China, Côte d'Ivoire, Egypt, Ethiopia, Georgia, Ghana, India, Indonesia, Lao PDR, Malaysia, Mauritania, Mongolia, Morocco, New Zealand, Oman, Pakistan, Philippines, Saudi Arabia, Senegal, Sri Lanka, Tajikistan, Thailand, The Gambia, Uganda, Uzbekistan, and Viet Nam.

Other Experience

- External peer reviewer, World Bank Independent Evaluation Group's Evaluation of IFC Support for Private K-12 Education (October 2020 – current)
- Co-owner, *The Old Manse Martinborough*, a holiday rental home located in Martinborough, New Zealand [<https://www.holidayhouses.co.nz/listing/71359>] (June 2018 – current)
- Director, Dasmarinas Eurasia Ltd (August 2019 – current)
- Consultant policy advisor, Education Forum (2006 – 2008)
- Chairperson, New Zealand Tertiary College Advisory Committee, Auckland, New Zealand (2005 – 2008).

Publications

- *School Education in Pakistan: A Sector Assessment* (co-authored with Vandana Sipahimalani-Rao), Asian Development Bank, June 2019
- *Education Management Organizations Program in Sindh, Pakistan: Public-Private Partnership Profile* (co-authored with Vandana Sipahimalani-Rao), ADB Brief No. 107, Asian Development Bank, March 2019
- *PPPs Build the Future*, in *Handshake: Learning and PPPs*, International Finance Corporation, Washington DC, January 2013
- *Non-state Providers and Public-private Partnerships in Education for the Poor* (co-authored with Sena Lee), ADB-UNICEF, Manila-Bangkok, 2011
- *Tertiary Education Financing in New Zealand*, in 'Student Loan Schemes: Experiences of New Zealand, Australia, India and Thailand and Way Forward for Malaysia', National Higher Education Research Institute, Universiti Sains Malaysia, Penang, 2009
- *The Towers of Learning: Performance, Peril and Promise of Higher Education in Sri Lanka*, World Bank, Washington DC, 2009 (Team Member)
- Designing a Conducive Environment for Education Contracting, Chapter 4 in *The Role and Impact of Public-Private Partnerships in Education*, World Bank, Washington DC, 2009
- 'Contracting for the Delivery of Education Services: A Typology and International Examples', chapter in *School Choice International* (Raji Chakrabarti and Paul E. Peterson, eds), MIT Press, Cambridge MA, 2009
- 'The Evolving Regulatory Context for Private Education in Emerging Economies: Discussion Paper' (co-authored with John Fielden), in *The Evolving Regulatory Context for Private Education in Emerging Economies: Discussion Paper and Case Studies*, World Bank Working Paper No. 154, The World Bank, Washington DC, 2009
- *Public-private Partnerships in Basic Education: An International Review*, CfBT Education Trust, 2008
- *Skill Development and Skill Shortages in New Zealand*, The Education Forum, Wellington, New Zealand, 2007
- *The Private-Sector Financing of Public Higher Education Infrastructure*, International Higher Education, Boston, 2007
- *Education Notes: Enhancing Accountability in Schools: What Can Choice and Contracting Contribute* (co-authored with Harry Anthony Patrinos), The World Bank, 2007
- *Decentralization of School Management: Ideas from Abroad* (co-authored with Marcel Boyer), Economic Note, Montreal Economic Institute, February 2007
- *Pakistan Higher Education Policy Note: An Assessment of the Medium-Term Development Framework*, World Bank, 2006 (Team Member)
- *Contracting for the Delivery of Education Services*, Education Forum, Wellington, 2006

- *Contracting for the Delivery of Education Services: A Typology and International Examples*, Harvard University Program on Education Policy and Governance Working Paper 05-07, 2005
- *School Choice: Lessons from New Zealand*, in *Looking Worldwide: What America can Learn from School Choice in Other Countries*, Cato Institute, Washington DC, 2005
- *School Choice in New Zealand*, *CREO Quarterly*, December 2004
- *A New Deal: Making Education Work for All New Zealanders*, The Education Forum, Wellington, 2003
- *Who should pay? – Tuition fees and tertiary education financing in New Zealand*, Report prepared for the Education Forum, Wellington, New Zealand, 2003
- *The Promise of E Learning in Africa: The Potential for Public-Private Partnerships* (co-authored with Michael Latham), IBM Endowment for the Business of Government, 2003
- *HECS: Not the Bad Hex it was Made Out to Be*, *IPA Review*, Institute of Public Affairs, Australia, September 2003
- *Private Education in the Philippines: A Market and Regulatory Survey*, ADB, 2002
- *Let's go shopping: a case for competition and choice in tertiary education*, *Chartered Accountants Journal*, October 2002
- *Shaping the Tertiary Education System: An Assessment of the Second Report of the Tertiary Education Advisory Commission*, The Education Forum, Wellington, 2001.

Conference and Workshop Presentations

I have presented on education, PPPs and related issues at many conferences, workshops, and training programs in Europe, Africa, the Middle East, North America, and across Asia. These were sponsored by various organizations, including ADB, World Bank, World Bank Institute, International Finance Corporation, UNICEF, Seoul National University-Korea International Cooperation Agency, OECD/African Development Bank, Korean Education Development Institute, International Institute of Education Planning, Global Education and Skills Forum, Center for Enterprise and Development, Institute of Policy Studies, Harvard University/World Bank, Razak School of Government-Institute for Democracy and Economic Affairs, University of Amsterdam, Government of Malaysia, Adam Smith International, Philippine Business for Education, Cato Institute, Australian Council on Private Education and Training, University Grants Commission-National Education Commission of Sri Lanka, Comparative International Education Society, New Zealand Association of Private Education Providers, and Fraser Institute.

Media

While in New Zealand, I wrote many newspaper articles that appeared in a range of publications, including the New Zealand Herald, Dominion Post, New Zealand Education Review, The Independent, Otago Daily Times, National Business Review, The Guardian (UK), and Fraser Forum (Canada). I also appeared on television and radio, including TV1's *Breakfast* and *ASB Business*; National Radio's *Your Money*, *Morning Report*, and *Sunday Morning*; Newstalk ZB; Radio Rhema; b95FM; and Radio Pacific. I am completely comfortable with social media and I maintain an active presence on LinkedIn.

Languages

English, French