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Senior Fellow

Duke Center for International Development (DCID)
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KEY QUALIFICATIONS

Dr. DNS Dhakal is a senior fellow at Duke Center for International Development. He has been working in Executive Programs of DCID on Project Appraisal and Risk Management and Fiscal Decentralization and Local Government since 2001.

Dr. Dhakal has worked for governments, non-governmental organizations, private companies and corporations in individual countries, and for international organizations, like the World Bank, African Development Bank, Islamic Development Bank, Caribbean Development Bank, United Nations Development Program and South African Development Community. He had taught the Program on ‘Project Investment Appraisal and Management’ at Harvard Institute for International Development (HIID), and teaches ‘Economic Appraisal and Stakeholder Analysis for Investment Appraisal’ in overseas countries for John Deutch International Executive Program, Department of Economics, of Queen’s University, Kingston, Ontario, Canada. He has been a senior economist at Cambridge Resource International; private international consulting firm based in Cambridge, Massachusetts, USA.

Dr. Dhakal’s international experience include Bhutan, India, Nepal, Sri Lanka, Thailand, Cambodia, Malaysia, South Africa, Tunisia, Saudi Arabia, Armenia, Ukraine, Azerbaijan and Barbados. He is a core committee member of pan-south Asian movement (SAAPE) for poverty alleviation and works for the establishment of human rights and inclusive democracy in the Kingdom of Bhutan.

Dr. Dhakal’s core areas of interest are mineral economics, hydropower, geo-ecology, project appraisal and risk analysis, and appraisal of environmentally sensitive projects.

EDUCATION

1990	Ph.D. in Mineral Economics, Colorado School of Mines, Golden, Colorado, USA
1989	MPA in Public Administration, JFK School of Government, Harvard University, USA
1986	Post Graduate Diploma in Geo-ecology, Department of Geography, University of Colorado Boulder, USA
1982	Bachelor of Technology in Mining Engineering, Indian School of Mines, Dhanbad, India with "Distinctions"

SUMMARY OF WORK EXPERIENCE

Extensive experience in appraising projects: rural electrification, power generation, rural connectivity, rural and urban water supply system, irrigation and agricultural production, industrial production and social programs. Well versed in multi-disciplinary approach to investment appraisal including the incorporation of environmental externalities in cost-benefit analysis.

Notable works are: preparation of 12 Case Study Series on “The Evaluation of Environmentally Sensitive Projects” for Project Investment Appraisal and Management (PIAM) conducted by HIID, Harvard

University; publication with Prof. Glenn P. Jenkins in World Bank Case Series the case analysis of "An Integrated Analysis of Co-generation IPP Power Agreement: The Jindal Tractebel Project in India"; discussion paper for HIID (Harvard University) with Prof. Glenn P. Jenkins "International Trade in Energy; working paper for Queen's University with Prof. Glenn P. Jenkins "Power Purchase Agreement for Risk and Rent Sharing in Himalayan Power Development"; prepared status report for International Center for Mountain Development (ICIMOD) with Prof Jack D. Ives "Problem of Soil Erosion and Glacial Dam Outbursts in the Himalayan Region;" and worked for Prof. Peter Roger of Harvard University in the preparation of the status report on "Bangladesh Flood 1988" on behalf of the USAID. The Ph.D. Dissertation is "Hydropower Development in Bhutan: An Analytical Framework for Evaluating Prospects and Strategies."

ASSIGNMENTS AND FELLOWSHIPS

United Nations University Fellow at the University of Colorado, Boulder, USA and University of Berne Switzerland (1985); Mason Fellow at the JFK School of Government, Harvard University (1989); Visiting Scholar of International Tax Program at Harvard Law School (1994); and Economic Advisor to the Ministry of Trade and Industry, of the Royal Government of Bhutan, Thimphu, Bhutan (1991).

DUKE UNIVERSITY

Durham, North Carolina, USA

Lecturer for Executive Education programs since 2001 and employed as Senior Fellow since 2009 at the Duke Center for International Development (DCID), Sanford School of Public Policy, Duke University, Durham, North Carolina. Teaching 'Project Appraisal and Risk Management', 'Fiscal Decentralization and Local Government', and 'Management of Foreign Aids' for participants drawn from international financial institutions, developmental organizations, governmental institutions and independent practitioners. Consulting assignments include at Islamic Development Bank (Saudi Arabia), The Graduate School of Business Management at the University of Cape Town (South Africa), The Academy of Indian Administrative Service, Mussorie, Uttarakhand, India, Azerbaijan Economic State University for Chemonics, and Indian Institute of Coal Management, Ranchi, India. Professional focus has been appraisal and risk management of infrastructure development Projects; namely water supply, power generation and road development.

QUEEN'S UNIVERSITY

Kingston, Ontario, Canada

Senior Lecturer since 2001 on the program 'Economic Appraisal and Stakeholder Analysis for Investment Appraisal' in the JDI International Executive Program, Queen's University, Kingston, Canada. The international assignments include teaching financial, economic and risk analysis of infrastructure projects to professional staff of African Development Bank (Tunis), professionals and government officials of Southern Africa Development Community, professionals and government officials of Limpopo Province of South Africa, professionals and government officials in the Kingdom of Thailand, professional staffs of Caribbean Development Bank, Barbados, and government officials of the Republic of Ukraine.

HARVARD UNIVERSITY

Cambridge, Massachusetts, USA

Lecturer on 'Program on Investment Appraisal and Management' at Harvard Institute for International Development (HIID), Harvard University, USA since 1989 to 2000. Involved in teaching financial, economic and risk analyses of infrastructure projects for participants drawn from The World Bank, International Monetary Fund, United Nations Development Programs, Asian Development Bank, government institutions, and independent practitioners from all over the world. Overseas consulting

assignments included teaching financial, economic and risk analyses of infrastructure projects to professional staffs of Power Finance Corporation of India (Faridabad), Industrial Development Bank of India (Hyderabad), National Agriculture Bank for Rural Development of India (Lucknow), Central Bank of Sri Lanka, and National Development Bank of Sri Lanka.

DETAILS OF WORK EXPERIENCE

INDEPENDENT CONSULTANT

September 6 – October 1, 2010

Core faculty member in the program “Appraisal of Sick Public Enterprises for Privatization and Rehabilitation” for professionals and staffs of the Department of Industries and Assam Industrial Development Corporation, of the Government of Assam, Guwahati, India.

April 8 – 22, 2009

Field investigator on behalf of the World Bank to evaluate Zangerzur-Copper-Molybdenum and Denogold mining companies in Kapan, Armenia to estimate the effective tax rate paid by the companies to the Government of Armenia.

December 14 – 26, 2008

Core faculty member in the program “Strengthening Capacity in Capacity Expenditure Decision Making” jointly organized by United Nations Development Program and Economics and Finance Institute, Ministry of Economy and Finance, Royal Government of Cambodia, Phnom Penh.

November 3 – 21, 2008

Core faculty member in the program “Investment Appraisal and Economic Analysis” conducted by Harvard Club of Malaysia and National Institute of Public Administration Kuala Lumpur, Malaysia for senior civil servants of the government of Malaysia.

August 21 – 25, 2008

Core faculty member in the program “Investment Appraisal of Hydropower Projects” jointly organized by the South Asian Institute of Management and Banker’s Association of Nepal, Kathmandu.

December 11 – 22, 2007

Core faculty member in the program “Investment Analysis of Small and Medium Projects” jointly organized by Assam Finance Corporation and Government of Assam, India.

DUKE CENTER FOR INTERNATIONAL DEVELOPMENT, DUKE UNIVERSITY

June 28 – July 24, 2010

Core faculty member in Executive Program on “Cost-Benefit Analysis for Officials of USAID” conducted by Duke Center for International Development, Duke University.

May 17 – June 12, 2010

Core faculty member in Executive Program on “Project Appraisal and Risk Management” conducted for participants from developing countries by Duke Center for International Development, Duke University.

April 26 – May 12, 2010

Core faculty member in Executive Program on “Project Appraisal and Risk Management” for Coal India Limited at Indian Institute of Coal Management, Ranchi, India conducted by Duke Center for International Development.

June 16 – July 11, 2009

Visiting Professor in Executive Programs on “Project Appraisal and Risk Management” conducted by Duke Center for International Development, Duke University, USA for Indian Administrative Service Personnel, Phase III Training Program, Musorie, Dehradun, Uttarakhand, India.

May 12 – June 6, 2009

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management.”

October 11 – 22, 2008

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management,” conducted for Islamic Development Bank, Jeddah, Saudi Arabia

June 16 – July 11, 2008

Visiting Professor in Executive Programs on “Project Appraisal and Risk Management” conducted by Duke Center for International Development, Duke University, USA for Indian Administrative Service Personnel, Phase III Training Program, Musorie, Dehradun, Uttarakhand, India.

May 12 – June 6, 2008

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management.”

June 12 – July 6, 2007

Visiting Professor in Executive Programs on “Project Appraisal and Risk Management” conducted by Duke Center for International Development, Duke University, USA for Indian Administrative Service Personnel, Phase III Training Program, Musorie, Dehradun, Uttarakhand, India.

May 13 – June 8, 2007

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management.”

May 17 – June 10, 2006

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management.”

April 4 – 21, 2006

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management,” conducted for Islamic Development Bank, Jeddah, Saudi Arabia.

May 17 – June 10, 2005

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management.”

October 30 – November 17, 2004

Deputy Director and Lecturer in the program on “Management of Foreign Aid” conducted jointly by Duke Center for International Development and The Graduate School of Business, University of Cape Town, South Africa.

May 17 – July 20, 2004

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Appraisal and Risk Management” and “Fiscal Decentralization and Local Government Financial Management.”

November 1 – 21, 2003

Deputy Director and Lecturer in the program on “Management of Foreign Aid” conducted jointly by Duke Center for International Development and The Graduate School of Business, University of Cape Town, South Africa.

May 25 – July 22, 2003

Visiting Professor in Executive Education Programs at Duke Center for International Development, Duke University, USA for programs on “Project Analysis and Risk Management” and “Fiscal Decentralization and Local Government Financial Management.”

May 20 – July 14, 2002

Deputy Director and Lecturer for the program “Project Appraisal and Risk Management” and “Fiscal Decentralization and Local Government Financial Management.”

JDI INTERNATIONAL EXECUTIVE PROGRAMS, QUEEN’S UNIVERSITY

October 12 – 23, 2009

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen’s University, Canada conducted at the National Academy of Administration in Kiev, Republic of Ukraine in collaboration on behalf of the World Bank and Cambridge Resource International, USA

March 7 – 21, 2009

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen’s University, Canada conducted at Midrand, South Africa in collaboration with the Southern African Development Community and Development Finance Resource Center.

January 21 – February 27, 2009

Senior lecturer on Investment Appraisal and Economic Analysis for Cambridge Resource International USA for the program conducted in Tunis, Tunisia in collaboration with African Development Bank.

September 7 – 19, 2008

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen’s University, Canada conducted at Midrand, South Africa in collaboration with the Southern African Development Community and Development Finance Resource Center.

April 1 – May 6, 2008

Core Member of the Queen’ University Investment appraisal team for advisory service to Private Sector Development at African Development Bank, Tunis, Tunisia.

January 16 – 27, 2008

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen’s University, Canada conducted in Tunis, Tunisia in collaboration with African Development Bank.

September 1 – 22, 2007

Senior Lecturer in Program on Investment Appraisal and Risk Analysis, JDI International Executive Program, Queen’s University, Canada conducted in Bangkok, Thailand in collaboration with the Thailand Development Research Center.

September 4 – 15, 2006

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen’s University, Canada conducted at Midrand, South Africa in collaboration with the Southern African Development Community and Development Finance Resource Center.

June 12 – 22, 2006

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen’s University, Canada conducted at Midrand, South Africa in collaboration with the Southern African Development Community and Development Finance Resource Center.

January 16 – 27, 2006

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen's University, Canada conducted in Tunis, Tunisia in collaboration with African Development Bank.

November 7 – 18, 2005

Senior lecturer on Investment Appraisal and Economic Analysis, JDI International Executive Program, Queen's University, Canada conducted at Midrand, South Africa in collaboration with the Southern African Development Community and Development Finance Resource Center.

July 18 – 30, 2005

Senior lecturer on Investment Appraisal and Risk Analysis, JDI International Executive Program, Queen's University, Canada conducted at Midrand, South Africa in collaboration with the Southern African Development Community and Development Finance Resource Center.

August 28 – September 17, 2004

Lecturer in Program on Investment Appraisal and Risk Analysis, JDI International Executive Program, Queen's University, Canada conducted in Bangkok, Thailand in collaboration with the Thailand Development Research Center.

February 22 – March 16, 2003

Lecturer in Program on Investment Appraisal and Risk Analysis, JDI International Executive Program, Queen's University, Canada conducted in Barbados for the Caribbean Development Bank. The job included preparation of teaching materials, delivering lectures and working with participants in the completion of appraisal reports.

April 3 – May 7, 2001

Lecturer in "Project Appraisal and Risk Analysis" conducted for the Department of Finance, Ministry of Northern Province, South Africa. The job included preparation of teaching materials, delivering the lectures and helping the participant complete appraisal of project reports.

Harvard Institute for International Development, Harvard University

Lecturer in "Program on Investment Appraisal and Management" (PIAM) conducted by Harvard Institute for International Development, Harvard University, USA. Core faculty member responsible for teaching microeconomics, foundation of risk analysis, and cost-benefit analysis.

June 3 – 12, 1999

Lecturer in "Program on Investment Appraisal, Project Finance and Risk Analysis" conducted by Harvard Institute for International Development for the National Development Bank of Sri Lanka in Colombo. Responsible for teaching economic analysis and supervision of major case studies.

March 15 – April 3, 1998

Lecturer in "Program on Power Sector Project Analysis" conducted by Harvard Institute for International Development for the Development Finance Corporation of Ceylon (DFCC) and Central Bank of Sri Lanka in Colombo. Responsible for teaching economic analysis and supervision of major case studies.

January 3 – 25, 1998

Lecturer in "Program on Power Sector Project Analysis" conducted by Harvard Institute for International Development for the Power Finance Corporation (PFC) of India in Faridabad. Responsible for teaching economic analysis and supervision of major case studies

March 23 – April 11, 1997

Lecturer in "Program on Project Investment and Risk Analysis" conducted by Harvard Institute for International Development for the Central Bank of Sri Lanka and National Development Bank of Sri Lanka in Kalutara. A core faculty member for teaching economic analysis and preparation of major case studies, namely telecommunication facility, tea estate, cement plant and cattle feed industry.

March 3 – 21, 1997

Lecturer in "Program on Project Appraisal for Agriculture and Rural Development" conducted by Harvard Institute for International Development (HIID) for the officials of National Agricultural Bank for Rural Development of India in Cambridge, MA, USA. A core faculty member responsible for teaching economic analysis and preparation of major case studies, namely lift irrigation project, cash-crop development in the state of Maharashtra, India.

January 27 – February 7, 1997

Consultant to HIID in the "Preparatory Program for Senior Officials and Faculty Members in the National Agricultural Bank for Rural Development of India," organized in Lucknow by the Bankers' Institute for Rural Development (BIRD), Uttar Pradesh, India.

January 6 – 25, 1997

Lecturer in the "Program on Project Appraisal and Risk Analysis" conducted in Hyderabad by HIID for the Industrial Development Bank of India (IBDI). Responsible for teaching economic analysis and preparation of major case studies, namely 2000 MW gas-based power plant in the state of Maharashtra and fishing port project in Sri Lanka.

November 25 – December 5, 1996

Lecturer in the "Program on Power Sector Project Analysis" conducted by HIID for the Power Finance Corporation (PFC) of India in Faridabad. Responsible for teaching economic analysis and preparation of major case studies, namely 1000 MW coal-fired plant with imported coal in the state of Gujarat, 100 MW combined cycle gas-based power plant in Uttar Pradesh, and 1000 MW pit-head coal fired plant in Bihar.

June 14 – August 18, 1995

Lecturer in the "Program on Project Investment and Appraisal Management" conducted in Cambridge, MA, USA, by HIID for professionals doing economic and financial evaluation of industrial and development projects. The job involved tutoring computer skills and preparation of major case studies.

June 14 – September 23, 1994

Visiting scholar at the Harvard Law School, International Tax Program and Teaching Assistant in the "Program on Project Investment and Appraisal Management." The work involved research, lecturing and research at the Harvard Law School and HIID.

July 23, 1990 – October 18, 1991

Economic Advisor to the Ministry of Trade, Industry and Power, Royal Government of Bhutan. The job involved appraising mining, industrial, hydropower and tourism projects and advising the government on policy issues. Also, actively involved in the preparation of sectoral planned programs and capacity building in the Ministry.

June 12 – August 21, 1989

Teaching Associate at the HIID Program on "Project Investment Appraisal and Management" in Cambridge, MA, USA. The job involved tutoring participants in computer and analytical skills.

January 15 – June 10, 1989

Research Assistant to Makee International, Washington, D.C., in the preparation of the "Status Report on Bangladesh Flood, 1988" for the President and Congress of the United States.

January 1, 1985 – May 15, 1986

Worked as a United Nations University Fellow at the University of Colorado, Boulder, USA and the University of Berne, Switzerland. The work involved study and research in geo-ecology under the scheme "Highland Lowland Interactive System Project." Conducted extensive field studies in the mountains of Colorado and Switzerland for assessing environmental impacts of high altitude tourism.

June 1, 1982 – December 31, 1984

Responsible for the preparation of techno-economic feasibility report of 500 tone per day gypsum mines, located in east Bhutan. Later responsibilities included production planning, labor management and administrative control.

May 15 – July 15, 1981

Professional trainee at Margarita Coal Mine, of Coal India Limited in Upper Assam, India. Responsibilities included monitoring of sub-surface ventilation system and production supervision from coal-faces located in fire zone and pocket ground water bodies.

May 17 – July 17, 1980

Professional trainee at Udayipur Lead & Zinc Mines, of Hindustan Zinc Limited in Rajasthan, India. Responsibilities included drilling, blasting and block caving of mineral lodes located at a depth of 400 meter from the surface. Extensive training on the use of underground mining machinery.

May 15 – July 15, 1979

Professional trainee at Talcher Coal Mines of Coal India Limited, located in Dhenkanel District of Orissia, India. Responsibilities included drilling, blasting and loading of coal and muck from underground mining faces, including mechanized operation such as long-wall mining with automated coal cutting machinery and coal transportation system.

May 15 – July 15, 1978

Professional trainee at Bagaldi Colliery of Bharat Coking Coal Limited, at Jharia, Bihar, India. The job involved table survey, triangulation survey, and estimation of mineral reserves based on outcrops and boreholes data.

RESEARCH AND PUBLICATIONS

“Bhutan: Poverty and Development Report 2006,” South Asian Alliance for Poverty Eradication, Katmandu, Nepal, April 2007.

“Options for Finding the Lasting Solution of Bhutanese Refugee Problem,” Position Paper for Foreign Ministry, Government of Nepal, May 2007.

“Genesis of the Crisis, Refugee Problem and Possible Solution”, *Bhutan Nepal Relations*, edited by Nepal Foreign Affairs Institute, Thapathali, Katmandu, Nepal, February 2006.

Regular contributor to the Opinion Page of [The Katmandu Post](#), Nepal.

“Reconciliation and Repatriation: An Option for finding the lasting solution of Bhutanese refugee problem,” Monograph, Bhutan National Democratic Party, November 2006.

Editor and contributor to the Annual Magazine of Bhutanese Women and Youth Empowerment Program (BWYEP), Refugee NGO and program-implementing partner in Nepal of Global Fund for Women, 2001 – 2006.

“Nepal-Bhutan Relations,” *Nepal Tomorrow: Voices and Visions, Selected Essays on Nepal*, D. B. Gurung, 2003, Koselee Prakashan, Katmandu, Nepal.

Bhutan Political Problem: Opinions, Viewpoints and Critical Analysis, (with R.B. Basnet), Annual Publication of Bhutan National Democratic Party, Edition 2002.

“An Integrated Analysis of Co-generation IPP Power Agreement: The Jindal Tractebel Project in India” (with Glenn P. Jenkins), World Bank Case Studies Series, 2002.

Editor and contributor to the Annual Magazine of Bhutanese Refugees Aiding the Victims of Violence (BRAVVE), Refugee NGO and program implementing partner in Nepal, of the UNHCR, SCF (UK) and AUSTCARE from 1998 to 2001.

Bhutan Political Problem: Opinions, Viewpoints and Critical Analysis, (with R.B. Basnet), Annual Publication of Bhutan National Democratic Party, Edition 2001.

Bhutan Political Problem: Opinions, Viewpoints and Critical Analysis, (Editor), Annual Publication of Bhutan National Democratic Party, Edition 2000.

"The Evaluation of Environmentally Sensitive Projects," PIAM Case Study Series (12 cases in total), Harvard Institute for International Development, Harvard University, 1996.

Bhutan: A Movement in Exile (with Christopher Strawn), Nirala Publications, New Delhi, India, First Edition, 1994.

"Ideology and Policy Manifesto" of Bhutan National Democratic Party, February, 1992.

"An Appeal the Member of Indian Parliament," monograph submitted by the President of Bhutan National Democratic Party, November, 1992.

"International Trade in Energy: The Chhuka Hydel Project in Bhutan " (with Glenn P. Jenkins), Discussion Paper No. 412, Harvard Institute for International Development, November, 1991.

"Hydropower Development in Bhutan: An Analytical Framework for Evaluating Prospects and Strategies," Ph.D. Dissertation, Colorado School of Mines, Golden, USA, April 4, 1990.

"Prospects of Hydropower Development in Bhutan," *Mountain Research and Development*, Vol. 10, No. 3, 1990.

"Twenty Five years of Development in Bhutan," *Mountain Research and Development*, Vol 7, No.2, 1987.