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PROFESSIONAL BACKGROUND AND BUSINESS EXPERIENCE

- 2015- to date Professor at the Graduate School of the Universidad del Pacifico, Lima, Perú; senior researcher emeritus, FORO Nacional Internacional; and member of the Advisory Board of the Lemelson Foundation. Member of the jury of research projects of the Consortium of Economic and Social Policy in Lima, Perú, and of the MIT Review award for innovators under 35 in various Latin American countries.
- 2009-2014 Senior researcher, FORO Nacional/Internacional; member of the Core Evaluation Team for the implementation of the Paris Declaration on Development Effectiveness; member of the Consultative Commission named by the President of Peru to propose science, technology and innovation policies; visiting professor at the Instituto de Empresa, Madrid; advisor to various international entities and organizations, and lecturer in national and international events.
- 2007-2009 Chairman of the Board of the Program on Science and Technology at the Prime Minister's Office in Peru (was designated again as Chairman between December 2011 and March 2013); external advisor and former Executive Director FORO Nacional/Internacional; advisor to the Independent Review Panel of the Consultative Group on International Agricultural Research (CGIAR) in charge of a report on international public goods and the CGIAR and another on governance and finance reforms at the CGIAR; member of the team that conducted the first phase of the evaluation of the implementation of the Paris Declaration on Development Effectiveness; consultant to the Swiss Development Cooperation Agency on its Latin American regional program; advisor to the Deputy Minister of Telecommunications in Costa Rica in the design of a telecommunications development strategy for the country; and consultant to the Latin American and Caribbean Bureau of the UNDP in the design of its regional strategy. Also prepared a report on the future of the book in the digital age for the UNESCO Regional Center for the Promotion of the Book in Latin America and the Caribbean (CERLALC), and conducted a workshop on these issues.
- 2003-2007 Executive Director of FORO Nacional/Internacional (since 1993) in charge of program development, fund raising, general management and supervision of research and administrative staff and consultants. During this period directed several projects, including the design of a short course on strategic planning for public, private and civil society managers; a study of the interactions between long, medium and short-term factors that affect Peruvian development and the environment for

business; the completion and publication of a book on knowledge and innovation for development; the preparation of a manuscript on the history of science and technology in Latin America; the preparation of a report on the national innovation system in Peru; conducting a research project on the role of knowledge in development at the beginning of the 21st century.

During 2005-2007 conceived and directed the production of *Abriendo Caminos* (Opening New Paths) a TV mini-series of nine programs on development in Peru that was broadcasted in the national television network in July-September 2007, and in more than 20 TV stations in the interior of the country during the following months.

With Dr. Keith Bezanson in 2007 completed two reports for the United Kingdom Department of International Development (DFID) on the "Realignment Process" that led to a reorganization of the Inter-American Development Bank.

In January 2007 became Chairman of the Board of the Innovation, Science and Technology Program (FINCyT) at the Prime Minister's Office in Peru. This program provides grants for research and innovation to private sector firms and research institutions, and is financed by a loan from the Inter-American Development Bank and the Peruvian government. The program is expected to manage at least US\$36 million, and possibly \$120 million, during 2007-2010,

In 2006 he advised the Minister of Planning of Costa Rica on public sector reform and the design of the National Development Plan. He also participated in an evaluation of Swedish support for science and technology capacity building in developing countries through the Swedish International Development Agency.

During this period prepared reports for the United Kingdom Department for International Development (DFID) on its relations with the Inter-American Development Bank; for the Four Nations Initiative (4NI) on Governance and Management at the United Nations, particularly on budgeting and finances at the UN Secretariat; for the Canadian International Development Agency (CIDA) on future prospects for aid to developing countries, and on financing science and technology for development; for the Swiss and Spanish development cooperation agencies on their strategies for Peru; for UNDP on public finances in Peru and on traditional technologies and capacity building; for the UN Commission on Human Rights (UNHCR) on poverty, democratic governance and the right to development; for the UN Department of Economic and Social Affairs on regional development banks; for the UN Research Institute on Social Development (UNRSID) on the evolution of Peruvian social policies; for the Latin American Economic System and for the UN Economic Commission for Latin America on financial flows to the region through Official Development Assistance and Multilateral Development Banks; and

two reports for the Inter-American Development Bank on science and technology policies in Latin America and on governance and development in Peru. Was a member of the Advisory Panel of the UNDP team in charge of preparing its third “Development Effectiveness Report”. Advised the Peruvian Prime Minister’s Office on reform of the public sector and the National Council for Science and Technology on a loan from the Inter-American Development Bank. Was also

During this period was also visiting professor at University for Peace in Costa Rica and senior associate at the Institute of Development Studies (IDS) University of Sussex, where he worked on a project sponsored by the Swedish Ministry for Foreign Affairs on the future of development financing, and on two projects sponsored by the UK Department of International Development (DFID) on development effectiveness evaluation and on a vision of the international development system.

2000-2002 Senior advisor to the Rector, University for Peace, in charge of designing a program on “development, peace and security” and of organizing a short course on the same subject. Advisor to the President of the Council of Ministers in Peru, in charge of designing a strategic planning unit for the Peruvian government. Senior associate at IDS, working on two projects sponsored by the Swedish Ministry for Foreign Affairs on the future of the multilateral development Banks and on global public goods. At IDS also worked on a project sponsored by DFID on how to improve the development performance of the UN system. In parallel, from his position at FORO Nacional/Internacional he contributed papers for the 2001 Human Development Report on technology and development prepared by the UNDP, for the UN Economic Commission for Latin America on multilateral development banks in the region, and for a book on science and technology policies for development.

1993 -2002 Director of “Agenda: PERU,” a program of studies, events and mass media activities designed to promote dialogue and consensus on critical development issues, carried out at FORO Nacional/Internacional. As part of the Agenda: PERU program of work, led the preparation of a diagnosis of democratic governance problems and identified initiatives to address them, directed the preparation of 20 books and monographs on specific development issues, and coordinated the preparation of a comprehensive development strategy for the country (published as *PERÚ: Agenda y estrategia para el siglo 21*, translated into English as *Development strategies for the 21st century: the case of Peru*). This was done in a highly participatory manner, involving extensive consultations with Peruvians from all walks of life. Among the variety of issues covered in this program are: visions for the future of Peru; the emerging fractured global order and its implications; economic policy reform, social policies and poverty eradication; sustainable use of natural

resources and technological development; land use and physical infrastructure; reform of the State, the private sector, civil society organizations and security institutions; and cultural identity and values.

During this period Dr. Sagasti worked on a research project aimed at redefining the concepts of progress and development in the transition to a new century, using the capacity to generate and utilize knowledge as the main explanatory variable (some of the results are summarized in a monograph titled *The twilight of the Baconian age*, and in papers and presentations at international conferences).

- 1993- 1997 Advisor to the President of the International Development Research Centre (Canada); advisor to the Administrator, and to the head of the Bureau on Policy and Planning, of the United Nations Development Program (UNDP); consultant to the Carnegie Commission on Preventing Deadly Conflict; consultant to the Chairman of the United Nations Committee on Science and Technology for Development; and rapporteur of the Evaluation Team of the United Nations University Institute of New Technologies (INTECH).
- 1993 - 1995 Senior Researcher in charge of a three-year program on “Governance and Development” at GRADE, a policy-oriented research center. Designed the program, recruited a staff of researchers to carry it out, and supervised the conduct of research and dissemination activities.
- 1990 - 1992 Senior Advisor; Policy and Review and External Relations Departments, The World Bank. Primarily responsible for designing and setting up the “Development Watch” function to anticipate future demands on World Bank activities. Also advised the 1991 *World Development Report* team, was a member of the Bank’s Task Force on “Governance and Development,” and was seconded to advise the President of the International Development Research Center (Canada) on institutional strategy issues.
- 1990 - 1992 Member of the Task Force on Development Organizations (chaired by President Jimmy Carter) of the Carnegie Commission on Science, Technology and Government.
- 1987 - 1990 Chief of the newly created Strategic Planning Division of the World Bank. Was in charge of designing, establishing and implementing the strategic planning process for the World Bank. Worked closely with the Senior Vice President for Policy Planning and Research, Dr. David Hopper, and with the Director of the Strategic Planning and Review Department, Dr. Alexander Shakow.
- 1988 - 1990 Member of the Science Policy Advisory Council of UNESCO.
- 1988 - 1989 Chairman of the United Nations Advisory Committee on Science and Technology for Development, member of the Committee since 1984 and vice-Chairman during 1986-1987.

- 1985 - 1987 Member of the Rector's Advisory Committee of the United Nations University, Tokyo, Japan. During this time was also advisor to the Minister of Foreign Affairs, and member of the Consultative Committee of the National Planning Institute, Lima, Peru.
- 1980 - 1987 Founder and Director of the research center "Grupo de Análisis para el Desarrollo" (GRADE), a policy-oriented think tank in Lima, Peru. In charge of the preparation and negotiation of research proposals, fund raising, organization and supervision of research teams, conducting research, and of general managerial supervision of the center. Areas covered include science and technology policy, technological change, international relations, economic policy, management sciences, futures research, and development strategies. The sponsors of GRADE have been Peruvian private and public institutions, international organizations and foundations, and bilateral donor agencies.
- 1980 - 1987 Senior associate (part-time) of the consulting firm TEAD S.A. in Lima, Peru, which provided assistance to government agencies, public enterprises, international organizations and private firms in science policy, technology management, corporate planning and industrial strategies.
- 1981 - 1982 Chairman of the international panel of experts in charge of evaluating the International Foundation for Science. Led the preparation of a report on its performance and made recommendations for its future development.
- 1980 - 1983 Member of the Board of the National Council for Science and Technology (CONCYTEC) of Peru. Appointment followed an assignment as member of a temporary Commission of Inquiry to reorganize the former National Research Council. Primary responsibilities as a member of the Board of CONCYTEC included starting negotiations with the World Bank and with the Inter-American Development Bank on a technical assistance agreement. Also represented the Council in several United Nations and other international meetings.
- 1980 - 1981 Vice-Chairman of the United Nations Intergovernmental Group of Experts from 27 developed and developing countries in charge of designing the UN Financial System for Science and Technology for Development. During negotiations led discussions in the working groups responsible for the financial and organizational aspects of the Financing System. Was also in charge of interactions with the UN Secretariat staff and the consultants to the Group of Experts.
- 1978 - 1980 Advisor to the Senior Vice-President of the Canadian International Development Research Centre (IDRC), based in Bogota, Colombia. Was in charge of examining the implications of the UN Conference on Science and Technology for Development for the IDRC. Was also

seconded to the Secretariat of the Conference to coordinate the preparation of the main conceptual paper that guided discussions between government delegates. Tasks also included providing short-term assistance to other regional and international organizations, such as the Secretariat of the Andean Common Market (Pacto Andino) Latin American Economic System (SELA), the UN Economic Commission for Latin America (ECLA), the UN Institute for Training and Research (UNITAR), the UN Office for Science and Technology, and the Secretariat of the UN Conference on Science and Technology for Development.

- 1979 (August) Member of the Peruvian delegation to the UN Conference on Science and Technology for Development. Became one of the principal negotiators for the Group of 77, the block of developing countries, in the financial and organizational aspects of the proposed UN “Vienna Programme of Action” in the field of science and technology for development.
- 1977 - 1978 Member of the staff, International Development Research Centre (IDRC) of Canada, based at the Latin American Regional Office in Bogota, Colombia, in charge of the dissemination of results of the Science and Technology Policy Instruments (STPI) project. This involved coordinating and arranging the publication of 32 books and monographs, which summarize several hundred reports and papers produced a part of the project; hiring and supervising consultants and translators for the reports; and working closely with editors in English and Spanish. Was also responsible for the organization and conduction of high level regional meetings of managers and policy makers to discuss the results of the project in the Philippines (Asia), Kenya (East Africa), Sudan (Arab countries), and Senegal (West Africa).
- 1973 - 1977 Field Coordinator, Science and Technology Policy Instruments (STPI) project, a US \$ 2 million, four-year international comparative research project on the impact and effectiveness of science, technology and economic policies in less developed countries. The project was supported by the Canadian International Development Research Centre (IDRC), the Organization of American States (OAS) and the participating countries. It involved more than 150 researchers in Argentina, Brazil, Colombia, Egypt, India, Mexico, Peru, South Korea, Venezuela, and Macedonia (Yugoslavia), as well as more than 20 consultants who covered specific topics (such as the situation of science and technology policy in China). Technical activities included the development of methodological guidelines, the provision of research assistance to the national teams and the preparation of synthesis reports. Administrative responsibilities covered running the Field Coordinator's Office, organizing meetings and the exchange of information, and monitoring the progress of research teams. Short-term missions and troubleshooting activities were also carried out in order to facilitate the work of the national teams.

- 1972 - 1977 Vice-Chairman of the Board of the Peruvian Industrial Technology Institute (ITINTEC). As board member took primary responsibility for identifying and examining the long term development options for the institution, and in 1973 coordinated a task force that prepared a policy "White Paper" that remained in force for 10 years. Was acting Chairman in several occasions, including a six-month period when major personnel and operational changes took place (e.g. the appointment of a new Executive Director for the institution).
- 1973 - 1976 Member of the US National Academy of Sciences panel on Appropriate Technologies for Developing Economies.
- 1976 Member of the Board of the Peruvian Mining Technology Research Institute. Primarily concerned with the supervision of negotiations with foreign consultants, and with the review of research projects carried out by the institute.
- 1977 - 1973 Senior Specialist, Department of Scientific Affairs, Organization of American States. Worked with the Secretariat of the "Junta del Acuerdo de Cartagena" (Secretariat of the Andean Common Market) in the development of a technology policy for the Andean region, with the Peruvian Minister of Industry as an advisor on industrialization and technology matters, and with the National Research Council in the science and technology development plan for Peru.
- 1969 - 1971 Member of the staff, project manager and member of the Board of Directors of the Management and Behavioral Center of the Wharton School at the University of Pennsylvania. Worked on several projects, including the construction of scenarios for the future of American cities, an analysis of bargaining strategies for multinational corporations, and the application of the systems approach to science and technology policy making and planning.
- 1968 - to date Member of the Board of the consulting firm "EICA Consultores," an engineering and management firm in Lima, Peru. In the late 1960s and early 1970s also worked as senior professional on projects such as the evaluation of the financial requirements for the Peruvian educational reform and several market research studies.
- 1965 - to date Consultant and advisor to various public and private institutions, including (in addition to the ones mentioned above), Desjardins International Development, the UN Center for Science and Technology for Development, the Organization of American States (OAS), the Secretariat of the Andean Common Market, the ministries of Planning, Foreign Affairs, Industry, and Education in Peru, the largest dairy firm in Lima, the National Telecommunications Enterprise, and other organizations and private firms in Lima, Peru.

- 1966 - 1967 Member of the staff of “Metra Consulting Group Limited,” which specialized in operations research and management sciences, London, England.
- 1965 - 1966 Member of the staff of the consulting firms “Consultores en Investigación Operacional” and “Applied Economic Research,” in Lima, Peru. Among other projects, worked in the reorganization of the oldest public enterprise in Peru (the “Compañía del Guano,” founded in the 1860s), and in the automation of the admissions system for an educational institution.
- 1961 - 1965 Various jobs while a student (with the National Engineering School, the National Planning Institute, a fiberglass manufacturing plant, and an economics consulting firm).

BOARD MEMBERSHIPS

2011-2013	Chairman of the Board of the Program on Innovation, Science and Technology at the Prime Minister's Office of Peru.
2007- to date	Member of the International Advisory Council of The Lemelson Foundation.
2009- to date	Member of the Board of the International Institute for Environment and Development.
2007- 2009	Chairman of the Board of the Program on Innovation, Science and Technology at the Prime Minister's Office of Peru.
1999- 2010	Member of the Board of Governors of the International Development Research Centre (IDRC) of Canada for three consecutive four-year terms.
1993 - 2006	FORO Nacional/Internacional, Lima, Peru.
1993 - 1995	International Institute for Labour Studies of the International Labour Organization (ILO).
1990 - 1992	Volunteers in International Technical Assistance, VITA, Washington, D.C.
1980 - 1987	GRADE, a research center, and TEAD S.A., a policy and management consulting firm; both in Lima, Peru.
1968 - 1987	EICA Consultores, an engineering consulting firm in Lima, Peru. (Resumed Board membership in 1993-1996).
1980 - 1983	The National Council for Science and Technology (CONCYTEC), Lima, Peru.
1972 - 1977	The Industrial Technology Institute (Instituto de Investigación Tecnológica, Industrial y Normas Técnicas, ITINTEC), Lima, Peru.
1976	The Mining Technology Research Institute (Instituto de Investigación Científica y Tecnológica Minera, INCITEMI), Lima, Peru.
1970 - 1971	The Management and Behavioral Science Center, University of Pennsylvania, Philadelphia, Pa.

ACADEMIC AND EDUCATIONAL BACKGROUND

Academic Activities

- 2009 - 2010 Visiting professor at the Instituto de Empresa, Madrid, in charge of a course on “Leadership in Turbulent Times.”
- 2000 - 2006 Visiting professor at the University for Peace in Costa Rica.
- 2001 – 2008 Lecturer in the Master’s Program in Political Science and Management at the Pontificia Universidad Católica del Perú.
- 1998 – 2000 Professor of strategic planning and management, Master of Business Administration program at the Universidad Católica del Perú.
- 1997 - to date Member of the World Academy of Arts and Sciences.
- 1990 - 1992 Editor (with Jean-Jacques Salomon and Celine Sachs) of a sourcebook on science, technology and development under the auspices of the United Nations University. The sourcebook was published in English under the title *The Uncertain Quest*, and has been translated into French and Spanish.
- 1987 - 1990 Adjunct Professor of Management and Decision Sciences, The Wharton School, University of Pennsylvania.
- 1986 - 1987 Silberberg Visiting Professor of Social Systems Sciences at the Wharton School of the University of Pennsylvania. Taught a course on strategic and development planning, another on advanced social systems sciences topics and led several seminar discussions with MBA and doctoral students. Supervised two dissertations and advised several students who were in the process of completing their PhDs.
- 1980 - 1987 Professor at the Universidad del Pacifico, in charge of a seminar on economic development theory and technology, and another on corporate and development planning. Supervised thesis projects for approximately a dozen students.
- 1979 - 1992 Member of the International Council for Science Policy Studies.
- 1975 - 1979 Member of the International Council for the Quality of Working Life.
- 1985 - to date Has been member of the editorial board of several academic journals, including *World Development*, *Foresight*, *Futures*, *Technological Forecasting and Social Change*, *El Trimestre Economico*, *Tendencias* and *Interciencia*.
- 1968 - to date Lecturer at academic, government and international centers in Europe, North America, South and Southeast Asia, the Middle East, East and West Africa, and Latin America and the Caribbean. Attended more

than 300 international meetings, was keynote or featured speaker in more than 100 conferences and organized several dozen international events.

Academic degrees

- August 1972 PhD in Operations Research and Social Systems Sciences, The Wharton School, University of Pennsylvania.
- June 1970 MSc in Industrial Engineering, Pennsylvania State University.
- October 1966 Professional Engineer degree in Industrial Engineering, National Engineering University (Lima, Peru).
- January 1966 BSc degree in Industrial Engineering, National Engineering University (Lima, Peru).

Formal academic programs attended

- 1968 - 1971 Graduate studies towards the PhD in Operations Research and Social Systems Sciences at the University of Pennsylvania, Philadelphia, Pa.
- 1967 - 1968 Graduate studies towards an MSc in Industrial Engineering at the Pennsylvania State University, State College, Pa.
- 1961 - 1965 Industrial Engineering Department, National Engineering School (Universidad Nacional de Ingenieria), Lima, Peru.

Other training programs

- January 1989 Management Training Program at The World Bank.
- January 1967 METRA course in Operations Research for Management, Brighton, Sussex, England.
- July - Sept 1965 Course in traditional and modern industrial engineering techniques at the Monterrey Institute of Technology, Mexico.
- February 1965 Course in Operations Research at the first National Seminar on Computer Applications, Lima, Peru.

HONORS, AWARDS AND FELLOWSHIPS

- 2014 Resident Fellow at the at the Rockefeller Bellagio Center, Italy.
- 2013 Honoris Causa Doctorate, Universidad Continental, Huancayo, Peru.
- 2012 Medal of the Governor General of Canada, awarded during the first visit of a Canadian Head of State to Peru because of his “contributions to strengthen Canada-Peru relations”
- 2002 Delivered the keynote closing speech at the triennial conference of the International Federation of Operations Research Societies, in Edimburgh, UK.
- 1999 Received the “Premio de Resistencia” (Resistance award), given by the magazine CARETAS to the ten outstanding Peruvians of the year.
- 1999 Delivered the “W. D. Hopper Lecture” at the University of Guelph, Ontario and at Memorial University in Newfoundland.
- 1982 Fulbright Distinguished Visiting Lecturer at the universities of Stanford, Berkeley, UCLA, and Columbia.
- 1980 United Nations Peace Medal and Paul Hoffman Award, given by the Society for International Development, for “outstanding and significant contributions to national and international development.”
- 1967 - 1968 Organization of American States fellowship to pursue graduate studies.
- 1965 USAID Fellowship to attend a short course in industrial engineering at the Monterrey Institute of Technology, Mexico.

PUBLICATIONS AND MEDIA ACTIVITIES

- 2005-2007 Conceived, produced and participated (with Zenaida Solís and Rafo León) in a nine-part TV series on Peruvian Development (*Abriendo Caminos*)
- 1966 - to date 30 books and monographs, about 200 academic papers, and over 100 unpublished papers and reports. Several of the papers have been reproduced in different journals and in languages other than the original (list of publications available upon request).
- 1980 - to date Contributor to newspapers and magazines in Lima, Peru, including *Caretas*, *El Comercio*, *La Republica* and *Peru 21*.
- 1993 - to date Guest in radio and TV programs as political and economic analyst.

- 1990 Took part in a four-part TV series “Local Heroes and Global Change,” produced by WHGB for the US Public Broadcasting System (PBS).
- 1985 Co-host of a six-part TV series on “Paths to Development,” produced by TV Ontario, Canada.