

## **PROFESSIONAL EXPERIENCE**

**FEDESARROLLO**, Bogotá, Colombia  
*Deputy Director, March 2019- Present*

**ideas42**, Cambridge, Massachusetts, Bogotá-Colombia  
*Vice President, January 2018- Present*

- Co-lead business development and project strategy in Latin America
- Provide functional and/or content expertise, execute multiple projects, manage partner relationships, lead internal projects that build the organization
- Participate in formulation of grant proposals, grant reporting and partner development

**MINISTRY OF FINANCE AND PUBLIC CREDIT**, Bogotá, Colombia  
*General Deputy Minister, September 2015 – July 2017*

- Co-lead matters related to fiscal policy formulation and implementation and economic policy in general, including aspects of public finance and fiscal decentralization
- Co-lead general aspects of public expenditure financing for the short, medium and long term. Evaluate, revise and follow-up the schedule for public expenditure financing.
- Participate in the supervision of the Treasury and its investment portfolio including financial assets and state owned enterprises
- Lead the policy formulation, implementation and reform of policies related to mining royalties and coordinate the government strategy with other Ministries on the issue.
- Represent the Ministry in Congress for all matters including political control debates, reports, budgetary and fiscal impact concepts regarding initiatives presented to Congress. Supervise and lead the legislative process for laws related to public finance and the Ministry of Finance in general.
- Represent the Ministry in its interaction with international organizations, foreign governments, local governments, civil organizations, guilds, firms, and other groups.
- Guide the formulation of plans and policies for the Ministry and related entities and the coordination between them.
- Represent the Minister, when delegated, in committees and boards of public entities and enterprises
- Lead and supervise the preparation of reports about Ministry activities addressed to the President or to any entity.
- Act as Minister, when temporarily absent, whenever the President decides so.

*Advisor for the Minister, August 2014- September 2015*

- Advise the Minister on strategic issues of public policy and represent him in relevant venues (early childhood, rural development, education, victims, financing for development, climate change and financial inclusion)
- Coordinate and advise the Minister and the General Deputy Minister on the formulation, discussion and legislative process through Congress of the National Development Plan 2014-2018 “Todos por Un Nuevo País”
- Lead the strategies for estimating the fiscal impact of the peace accords and participate in the post-conflict financing strategy
- Coordinate Colombia’s participation on the financial integration strategy between Pacific Alliance countries
- Supervise and co-lead communications for the Ministry on strategic issues
- Participate in the Minister’s delegations nationally and internationally providing technical support and follow-up

**CEDE, Economics Department, UNIVERSIDAD DE LOS ANDES**, Bogotá, Colombia  
*ELCA –Longitudinal Survey- Project Director, May 2011- August 2014*

<http://encuestalongitudinal.uniandes.edu.co/>

- Lead and supervise the analysis and dissemination strategy 2010-2013 in public events and media
- Lead the design, preparation and implementation of the first follow-up wave of the longitudinal survey

Ximena Cadena

- Lead academic and research agenda and technical design of the survey (supported by academic committee)
- Lead all dissemination activities, publications, relationship with the media, etc.
- Design, create and disseminate publications and bulletins for wide audiences
- Develop relationships and manage fund raising strategy
- Initiation, developing and managing and relationship with government (DNP, Bogota local government) and corporate funders (Fundación Exito, Bancolombia, Fundación Bolivar)
- Manage relationship with the survey company for field operations.

**ideas42, HARVARD UNIVERSITY**, Cambridge, Massachusetts

**Research Manager**, July 2008 – April 2011 **Research Analyst** July 2007- June 2008

- Manage the implementation of research projects in Latin America, Africa, India and the US, focusing on Design and Impact Evaluation of Access to Financial Services and Corporate Social Responsibility strategies (supply chain financing, SME & community development)
- Manage multiple projects in different locations with a variety of partners: secure and allocate resources, prioritize activities and coordinate between different actors (implementation partners, field team, donors, researchers and administrators)
- Initiation, developing and managing relations with corporate partners, funders, and NGOs. Some examples include: The Boeing Company, Ath Power Consulting, Tata Group (India), Equity Bank (Uganda), Bancamia and AVVillas (Colombian Banks), Alqueria (Food industry, Colombia), Fundación Bavaria (Colombia), International Financial Corporation, Inter American Development Bank
- Recruit, select, train, lead, and supervise the work of Project Associates and Research Assistants in the field
- Outreach project opportunities and find new partners to implement project ideas in the field.
- Responsible for grant writing and presentation of the organization and project ideas to Corporations, Foundations, Multilateral Organization and NGOs, for fundraising and for recruiting of collaborators and partners
- Oversee financial execution of projects: prepare budgets, control and approve expenses.
- Responsible for the design, execution, and analysis of field experiments. Including: survey design, idea generation from qualitative interviews and focus groups, design of randomized impact evaluations, design of data collection protocols.
- Produce documents and give presentations about findings from the projects for various audiences: Technical papers, policy briefs, financial products design, project description and implementation plans, final assessment for clients, etc.

**WORLD TRADE ORGANIZATION**, Geneva, Switzerland

**Economic Research and Statistics Division Intern**, Summer 2006

- Provided research assistance in the development of a paper and a book on non-tariff measures (NTM)
- Prepared analytical tools to produce a compilation on the NTM issues affecting Asia Pacific countries
- Wrote and edited inputs for the overall results of the NTM Project (jointly developed by World Trade Organization, The World Bank, and Asia Pacific Economic Cooperation) to be published by WTO.

**FEDESARROLLO**, Bogotá, Colombia

**Editor and Economic Research Manager** November 2003- July 2005

- Headed the economic analysis area of the institution.
- Trained, led and supervised a team of four people to deliver more than 30 publications a year.
- Edited, wrote, produced and disseminated twice a year Journal "Coyuntura Economica", monthly economic bulletin "Tendencia Economica" and other monthly and quarterly publications.
- Created and developed a monthly publication "Economics and Politics" focused in the analysis of economic reform with emphasis in political viability.
- Organized and developed quarterly debates about Economic and social issues: Planning and organizing the event, inviting speakers and participants, advertising, logistical arrangements, publication.
- Managed the relations between FEDESARROLLO and the media.
- Designed and implemented the "Financial sentiment survey", first of a kind in Colombia targeted to portfolio managers to follow the macroeconomic and financial trends monthly.
- Managed and developed relations with funders, clients and vendors: Davivienda (Colombian bank) Constructora Colpatria (construction company), Invamer- Gallup (Survey company)
- Researched in the areas of fiscal policy, infrastructure, remittances, housing, oil policy and others.

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- Designed and coordinated survey analysis for remittances and access to financial services in Colombia.

#### **MINISTRY OF FINANCE**, Bogotá, Colombia

Macroeconomic Policy Advisor *September 2002 – October 2003*

- Designed and Implemented research informed policy and enacted Fiscal Responsibility Law.
- Prepared macroeconomic strategy presentations for external financing rounds, International Monetary Fund agreement review, Congress discussions, economic debates, etc
- Provided analysis to discuss and implement policy reform (Tax, Pension, Expenditure, Campaign financing).
- Offered technical support for the Minister and Area Directors on economic policy issues
- Designed performance based compensation scheme for tax revenue department employees
- Implemented education strategy to inform the general public and public servants on the benefits of fiscal responsibility

#### **BOARDS OF DIRECTORS AND COMMITTEES**

- **ISA:** Board Member *October 2015- June 2017*  
(Multi-Latin leader on infrastructure for Electric Power Transmission, Road Concessions, Telecommunication Transmission and Management of Real-time Systems).
- **La Previsora Seguros:** Board Member *December 2014-December 2015*  
Board President *January 2016- June 2017*  
(State-owned insurance company)
- **Fondo Adaptación/ Unidad Nacional de Gestión del Riesgo de Desastres:**  
Councils of Directors Member *October 2015-June 2017*  
(Colombian public agencies in charge disaster relief and reconstruction and adaptation to climate change for public investment)
- **Agencia Nacional de Infraestructura:** Council of Directors Member *February 2016-June 2017*  
(Colombian public agency in charge of Concessions and Private Public Partnerships for transport infrastructure)
- **Agencia Nacional Minera:** Council of Directors Member *January 2016- June 2017*
- **Agencia Nacional de Defensa Jurídica del Estado:** Council of Directors Member *January 2016- June 2017*  
(Public agency in charge of the strategy to defend the nation on international and domestic controversies)

#### **EDUCATION**

##### **PRINCETON UNIVERSITY, Woodrow Wilson School of Public and International Affairs**, Princeton, NJ

Master in Public Affairs- Economics and Public Policy, Graduated with distinction in the Field, 2007

##### **UNIVERSIDAD DE LOS ANDES**, Bogotá, Colombia

M.A. Economics, graduated with honors, September 2002

Best M.A. in Economics thesis award 2002 "Decentralization and fiscal laziness"

B.A. Economics, Magna Cum Laude Candidate, graduated with honors March 2002

#### **TEACHING**

##### **UNIVERSITY OF CHICAGO, HARRIS SCHOOL OF PUBLIC POLICY**

*Lecturer. Fiscal Policy Issues in Latin America. Autumn Term 2017*

##### **UNIVERSIDAD DE LOS ANDES**, Bogotá, Colombia

*Seminar Professor*

- "Development Public Policy Seminar using longitudinal data " *August 2012- December 2014*

*Teaching Assistant*

- Intermediate macroeconomics *August 2002- May 2003*
- Introduction to Colombian Economy *January- May 2002*

#### **PUBLICATIONS**

Ximena Cadena

- Cadena, X y Quintero, C (2014). "Evolución del Acceso a los Servicios Financieros en Colombia 2010-2013. Análisis a partir de la Encuesta Longitudinal colombiana de la Universidad de los Andes". Universidad de los Andes, Asobancaria.
- Cadena, X (2014). "Colombia en Movimiento 2010-2013: Los cambios en la vida de los hogares colombianos a través de la Encuesta Longitudinal Colombiana de la Universidad de las Andes". Compiladora. "Vulnerabilidad a Choques y Mecanismos de Reacción" Autora con Quintero Claudia. Ediciones Uniandes. Septiembre
- Cadena, X. and Schoar, A., (2011) "Remembering to Pay? Reminders vs. Financial Incentives for Loan Payments", NBER Working Paper w17020. May
- Cadena, X., Cristea, A., Delgado, H. and Schoar, A., (2011) "Fighting Procrastination in the Workplace: An Experiment", NBER Working Paper w16944. April
- Cadena, X. "*Defense Expenditures, Conflict and the Colombia Economy*" in Coyuntura Económica 35 Años. Special Edition vol. 35 # 2. 2005
- Cadena, X. and Cárdenas, M. "Remittances in Colombia: Transaction Costs and Money Laundering". Working Papers Series. #26. Fedesarrollo, October 2004. (Presented at Project Link- United Nations- Institute for Policy Analysis, University of Toronto: 2005 spring meeting of the United Nations expert group Mexico, DF, May 16<sup>th</sup>-20<sup>th</sup>, 2005 and Remittances & Microfinance: Colombian case and best practices in the Latin-American region FOMIN- IADB. Cartagena, September 8th, 2004)
- Cárdenas, M. and Cadena, X. (2003) "*Port Infrastructure and economic growth in Colombia: Ten years after reform*" in Foro Internacional Portuario. Memorias 2002. Sociedades portuarias Regionales de Barranquilla, Buenaventura, Cartagena y Santa Marta.
- Cadena, Ximena (2003) *Trade Policy Impact in Colombia*. e-publication in [www.webpondo.org](http://www.webpondo.org) Edition #8 April-June, 2003.
- Cadena, Ximena (2002) "*Does Decentralization cause Fiscal Laziness? Effects of central government transfers on local tax revenues in Colombia*" in Desarrollo y Sociedad #50, Universidad de los Andes September 2002. Award winning thesis. Juan Luis Londoño award to the best M.A. Economics thesis of 2002.
- Núñez, J. Steiner, R. Cadena, X. Pardo, R (2002). "*Which schools offer the best education in Colombia?*" in Coyuntura Social # 26, Fedesarrollo, May 2002 pgs 59-113. Documento CEDE 2002-03. Archivos de Macroeconomía #193, June 2002.

**LANGUAGES:** Native Spanish, fluent English