

Curriculum Vitae: Kevin Seely

Kevin has helped numerous development programmes to achieve greater results, by improving their strategy, management, measurement, recruitment and retention. He has done this through a wide range of consulting, programme management, training, research and writing assignments. At Springfield's flagship M4P training course, Kevin has taught over 300 people. His work draws on experience from assignments completed in 14 countries.

Before joining Springfield, Kevin worked in the private sector and for a think-tank, the Donor Committee for Enterprise Development. There, he wrote, edited and evaluated research on value chain development, business environment reform and results measurement. Kevin's academic background is in the politics and economics of development, and modern languages.

Personal Details

Nationality:	British
Qualifications:	MPhil Development Studies, Cambridge University, 2009 International Leadership and Organisation Behaviour, Milan Bocconi School of Management, 2015 (online course, achieved Distinction) BA Portuguese and Spanish, Bristol University, 2008 (First Class Hons) International Relations, ITAM, Mexico City, 2007 (semester)
Language Skills:	English (mother tongue), Spanish (fluent), Portuguese (advanced), French (intermediate)

Current Position

Managing Consultant, The Springfield Centre for Business in Development Ltd.

The Springfield Centre is a global leader in providing expertise on Making Markets Work for the Poor (M4P). The Centre's main activities include:

- Advising and managing M4P programmes
- Research on new and better applications of M4P
- Training programme staff and donors on M4P
- Reviews and evaluations of M4P programmes and donor agency portfolios.

Career History

2018 - Now	Managing Consultant, The Springfield Centre, UK.
2017	Deputy Team Leader, ENABLE2, Nigeria (secondment from Springfield).
2013 - 2016	Senior Consultant, The Springfield Centre, UK. Including secondment to manage an M4P programme in Kenya.
2011 - 2013	Consultant, The Springfield Centre, UK. Including secondment to manage an M4P programme in Nigeria.
2009 - 2011	Assistant Coordinator, Donor Committee for Enterprise Development (DCED), UK
2006	Project Manager, Bristol Link with Beira, Mozambique
2005	Business analyst, Chris Page Business Development, Rwanda

Relevant Experience

NIGERIA: Management of business environment programme

Deputy Team Leader of the Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE2) programme. ENABLE2 aimed to improve Nigeria's business environment, particularly for micro-enterprises, sustainably. By supporting Nigeria's business associations, government, researchers and media to advocate, consult, research and report on reforms more and better. ENABLE2 contributed to fifteen business environment reforms, benefiting over 600,000 micro-enterprises and helping Nigeria to rise 24 places in the World Bank's 2018 Ease of Doing Business rankings. As the programme's Deputy Team Leader, responsibilities included:

- Setting overall programme strategy, in collaboration with the Team Leader, Strategic Advisors and donor.
- Overseeing work on eight of the programme's target reforms.
- Managing and mentoring nine staff, who in turn managed partnerships with around 30 Nigerian organisations and 70 technical experts.
- Supporting the Team Leader and Project Manager in managing the donor relationship.
- Strengthening collaboration between the measurement and implementation teams. Leading the programme to uncover and verify new sources of impact.
- Editing reports and communication pieces.
- Preparing the programme for its Project Completion Review; assisting programme closure.

[Jan 2017 – Dec 2017]

KENYA: Advising M4P programme on strategy and measurement

Assessing strategy, progress and technical support needs for the Kenya Markets Trust. Advising on results measurement. *[Oct 2016 – Nov 2016]*

MYANMAR: Designing new agricultural value chain interventions and partnerships

Contributing to the market analysis, results chains and concept notes for new interventions. The first two interventions being designed aim to improve agricultural information flows and introduce new vocational skills courses, respectively. *[July 2016 – Sep 2016]*

TANZANIA: Advising agricultural value chain programme on improved results measurement systems and strategy

Mentored staff of an agricultural M4P programme on how to upgrade their results chains, create projections and intervention guides, clarify the assumptions behind their intervention strategies, set research questions, choose measurement methods and design studies. Used interactive training and mentoring to strengthen linkages between the programme's Market Managers and its Monitoring and Results Management (MRM) team; the Market Managers now contribute more to data collection and analysis, benefiting programme decision-making. Helped the Team Leader to define the skill-sets and processes which the programme needs for evidence-based decision-making and effective measurement. Advised on intervention design and re-design, to achieve larger-scale and longer-lasting impact. Recommended improvements to the programme's logical framework. *[March - July 2016]*

KENYA: Writing paper on using M4P to improve poor women and men's health

Reviewed lessons emerging from the first phase of the DFID-funded Private Sector Innovation Programme for Health (PSP4H). Helped to contextualise these lessons by comparing them with learning from other market development programmes. Co-authored and disseminated the paper. *[March - July 2016]*

GLOBAL: Advising GOAL on integrating M4P principles into its global Nutrition Strategy

Reviewed GOAL's global Nutrition Strategy. Advised GOAL on using systems thinking to improve the nutrition of the poorest women, men and children, mainly in post-conflict and fragile states. Shared experience from programmes which are already using systems thinking to achieve similar objectives. Suggested improvements to the Nutrition Strategy. Outlined risks and highlighted the main programme management implications of the client adopting an M4P approach in its Nutrition work. *[February - March 2016]*

MOZAMBIQUE: Reviewing M4P training and suggesting improvements

Observed the second 'Making Financial Markets Work' M4P training course. Suggested improvements for the third course. Integrated innovations from the 'Financial Markets' course into Springfield's own M4P training curricula. *[February 2016 and July 2016]*

INDONESIA: Designing M4P interventions

Researched and analysed potential M4P interventions to improve child nutrition and tackle illegal waste dumping, among others. Negotiated with potential private sector partners and facilitators. Identified root causes of system failures. Presented findings to senior executives at the client organisation (Australian DFAT). *[January 2016 - February 2016]*

TANZANIA and KENYA: Advising agribusiness social enterprise on its long-term strategy

The enterprise recruits, trains and oversees a large network of village-based agents, who promote and sell agricultural inputs to smallholder farmers. Reviewed options to attract greater revenue from private sector clients, reducing reliance on donor funding. Explored the human resource implications and changes needed to management systems. Agreed a long-term strategy. Supported the social enterprise with first steps to operationalise the strategy. *[September - December 2015]*

KENYA: Management of DFID-funded agricultural M4P programme

Rapidly promoted through three roles, with progressive responsibility: Strategic Advisor, Senior Manager and acting Portfolio Director. The Kenya Markets Trust then offered the role of Agribusiness Portfolio Director as a full-time position.

Led and managed a team of 18 staff as well as four sub-contracted implementation partners with an additional 20 staff. Working across technical disciplines, responsible for multiple teams in a complex security environment, including colleagues based in northern Kenya near the Somali border. Praised for improving staff morale and retention, partly by resolving a long-standing HR issue.

Oversaw and managed annual budget of £4 million. Successfully reduced variance and increased programme effectiveness through new investments in climate-smart agricultural research and partnerships with agribusinesses. Created financial projections. Reviewed other teams' financial projections, spotted errors and oversaw corrections.

Trained around 30 staff on M4P and results measurement. Guided colleagues in drawing and upgrading their results chains, setting indicators, creating intervention guides and monitoring, in line with the DCED Standard for Results Measurement. In 2015 the programme was independently audited for compliance with the DCED Standard, achieving the highest score of any programme in Africa at that time.

Decided on investments in the livestock, agricultural inputs, dairy, water and renewable energy sectors. Encouraged staff to research, reflect on and address political economy constraints in target

sectors. Widely praised for speeding up decision-making about which investments to pursue, whilst maintaining high standards of quality control and feedback to Market Managers.

Reporting and programme representation: reviewed, gave feedback on and improved programme reports. Represented the programme at meetings with the Board, donors, business community and national government. Presented the programme's successful climate-smart interventions to over 180 donor agency and implementation staff. *[September 2014 - December 2015]*

SERBIA (South-West): Long-term strategic advisor to M4P programme

Reviewed PSD's portfolio of agriculture and tourism interventions, advising programme staff and SDC on improvements to the programme's overall strategy, intervention strategies and tactics. Helped the team to plan. Led workshop on options for the programme to support business environment reform, including through public-private dialogue. Developed staff capacity on M4P, presentation skills and reporting. Played a leading role in developing the programme's approach to results measurement. Trained staff on a range of topics related to results measurement. Co-wrote short case studies for the programme. Helped staff to prepare for the programme's next phase, contributing to key strategy documents. *[December 2011 - September 2014]*

SERBIA (South): Long-term strategic advisor M4P programme in Serbia

Regularly reviewed the programme's portfolio, advising programme staff and the funder on possible improvements to PSD's overall strategy, intervention strategies and tactics. Helped the team to plan interventions, including one which has contributed substantially to kick-starting Serbia's blueberry export industry. Played a leading role in developing the programme's approach to results measurement. Co-authored short case studies for the programme. Assisted staff in preparing for the programme's Mid-Term Review. Trained staff in results measurement. In preparation for the programme's Expansion Phase, helped to revise log-frame and to plan scale-up activities. *[February 2012 - August 2014]*

KENYA: Mid-term review of agricultural M4P programme

Reviewed the M4P programme's performance, management, learning and measurement functions. Captured lessons learned and advised on improvements. Examined programme documents and shared feedback during the programme's quarterly strategic review. *[July 2014]*

KENYA: M4P training, guiding health programme in market analysis (diagnosis) and interventions

Analysed Kenya's market for malaria rapid diagnostic tests. Designed health-related M4P content, delivered two-day training. Guided local team in aligning their overall strategy with the M4P approach. Oversaw market analysis (diagnosis). Supported the team to design new and redesign existing interventions, and to design research to inform other potential new interventions. Guided staff in creating results chains and intervention guides. The client (Population Services International) was so satisfied with my inputs that they decided to integrate it into their global guidance for staff on market development. Senior PSI Directors have also used content from my training to build the capacity of 50-60 PSI Country Directors. *[April 2014]*

NIGERIA: Acting Team Leader, M4P advisor for DFID climate-smart agriculture programme

Provided regular technical assistance to the management of the Palladium-implemented Propcom Mai-karfi programme. Performance rewarded with increasing responsibility increasingly frequent requests for support.

Programme management: oversaw implementation, partnership negotiations and mentored colleagues whilst full-time staff were on leave.

Research on climate-smart agriculture: investigated around fifteen potential climate-smart agriculture intervention areas. My research applied M4P guidance to environmental markets, producing recommendations on intervention areas colleagues should scope further. Also helped staff to plan their own research into Nigeria's fertiliser market, highlighting how the right fertiliser blends are helping farmers to adapt to a changing climate. This culminated in me writing a widely-read case study on the programme's facilitation of change in the fertiliser market.¹ In partnership with a large private sector investor, I also scoped the likely financial risks and rewards of starting to manufacture of a nice food product in-country.

Expert advisor on the DCED Standard for Results Measurement: I supported the programme to review its compliance with the DCED Standard. Led programme staff in addressing gaps in compliance with the DCED Standard. Trained around 15 programme staff on results measurement [July 2012 -February 2014]

M4P strategy specialist: reviewed and helped to improve Propcom Mai-karfi's strategies in the seed, fertiliser and tractor leasing markets. Supported and encouraged staff to find opportunities to achieve larger impact. Wrote an analysis of the government's agricultural policy. Co-authored a paper explaining to the donor how and why the programme had chosen its target markets. [January 2012 - May 2012]

GLOBAL: Co-authoring the new M4P Operational Guide

Shared lessons from experience and ideas, contributing to new content in several chapters. Main author of the chapter on results measurement. Edited the entire draft, ensuring that guidance is clear and concise throughout the document. This publication, funded by DFID and SDC, has been widely praised for its practicality and rigour. The publication is probably the best-known guidance on M4P globally, and regularly cited as best practice by donors and M4P practitioners. [November 2012 - October 2013]

NIGERIA: Support to the design of an education programme piloting a market systems approach

Helped to shape the logframe and results measurement implementation plan for a pioneering programme applying the M4P approach to private education in Lagos. Before this assignment, reviewed and summarised research that informed the programme's design. [April 2013]

PERU: Advising on strategy and mentoring programme managers on adopting an M4P approach

Advised the programme's senior management on strategy, intervention design, financial planning and results measurement as they enter a second phase. Led workshops on the M4P approach for donor agency staff, programme staff and partners. [March 2013]

ECUADOR, PERU and COLOMBIA: Strategic advice and capacity building for programme managers applying a market systems approach to mitigate climate change

Assisted staff to plan for the programme's second phase; the first phase focused on appropriate technology but largely ignored markets. Advised on overall programme strategy. Helped teams to

¹ [Kevin Seely. \(2014\) Education and lasting access to fertiliser: how Nigerian smallholders and businesses are prospering together. Abuja: Propcom Mai-karfi and The Springfield Centre, funded by UK Aid/DFID.](#)

understand which innovations were commercially viable for scale-up, given local context. Identified other knowledge gaps. Co-delivered a workshop in Lima on the market systems approach. *[May 2012]*

NIGERIA: Reviewing an M4P pilot and recommending next steps

Gathered information on the ENABLE programme's early work to empower business membership organisations through their adoption of SMS technologies. Identified trends and transferable lessons from the pilots. In consultation with programme staff and partners, reviewed options and identified opportunities to scale up impact whilst reducing demands on management time. *[November 2011]*

BANGLADESH: Advising Katalyst M4P programme on new case studies

Light review of the programme's interventions in seven sectors, mostly agricultural. Helped Katalyst's managers to choose which of these sectors provided the best material for case studies. Where it was decided that a case would be written about a particular theme, I also advised the relevant Katalyst staff on what information they should gather to make the case study credible. *[September 2011]*

BANGLADESH: Editing lessons learned paper on M4P in health

Editing one of the first M4P-in-health case studies. On lessons learned from Katalyst's interventions in health worker training markets. Later, drawing on lessons from this case study to create among the first M4P-in-health training examples.

GLOBAL: Editing and writing case studies on programmes' experience with the DCED Standard for Results Measurement

Made the content of eleven case studies clearer and more concise, whilst retaining their technical value. The cases show how private sector development programmes have drawn results chains, selected indicators, developed measurement plans and taken other steps towards compliance with the DCED Standard. Wrote a case study on how TradeMark East Africa has developed and used results chains and indicators, published in August 2011. *[January - August 2011]*

EAST AFRICA: Results measurement and strategy Support for a large DFID regional trade programme

Developed results chains for a wide range of interventions, building on detailed discussions with senior managers about the changes they expected their activities to trigger, and the assumptions they made. Advised on indicators and initial estimates of how much money businesses in East Africa would save following the installation of one-stop-border-posts. *[April 2011]*

GLOBAL: Translation of DCED Standard for Results Measurement into Spanish *[January 2011]*

GLOBAL: Lead Author of Briefing Paper *Country Level Coordination in Private Sector Development: Transferable Lessons* *[November - December 2010]*

GLOBAL: Author of paper *Values for Money: How Private Sector Development Can Win New Friends*

This paper provides an overview of research by Chris Rose of Campaign Strategy. It also uses research from Cultural Strategy & Marketing. The paper explains how private sector development programmes, by changing how they communicate, can overcome much of the scepticism they face from people working in other areas of Development. *[December 2010]*

AUSTRALIA: Co-author of concept note on Green Growth for AusAID

Jointly prepared a framework categorising different types of Green private sector development programmes in terms of their approaches and objectives. The framework was presented at a workshop on Green Growth at AusAID headquarters. *[November 2010]*

GLOBAL: Developer of the online Marketplace for consultants with expertise in the DCED Standard for Results Measurement

The Consultants' Marketplace, hosted on the DCED's main website, continues to be expanded and updated. *[September - October 2010]*

KENYA and ETHIOPIA: Preparation of two case studies on in-country coordination among donors active in value chain/ private sector development

The research and analysis feeding into these papers included in-depth interviews with staff of donor and implementing agencies, private sector and government representatives in Kenya and in Ethiopia. *[June - August 2010]*

Training and Workshop Facilitation

Making Markets Work, Springfield Centre, Bangkok, Thailand

Trainer at the Springfield Centre's prestigious two-week M4P training course. Design, presentation and facilitation of two modules. One module helps participants to analyse markets, paying particular attention to cultural, political and social influences. In the second module, participants learn how M4P programmes can best measure their results and use findings for decision-making. *[July and November 2015 - present, six courses to date]*

Various workshops for the Kenya Markets Assistance Programme. Topics included market development, results measurement, political economy analysis and reviewing how can we best transform sectors. *[January - July 2015]*

Making Health Markets Work for the Poor: an introduction

Jointly developed and delivered training. Participants gained an overview of how they can use an M4P approach to improve poor people's health. Topics included: overall programme strategy, analysing market systems, intervention design and monitoring. *[April 2014]*

Making Markets Work, Springfield Centre, Glasgow

Presented at the Springfield Centre's prestigious two-week training course, on results measurement. *[July 2013]*

Measuring Propcom Mai-karfi's Results, the Springfield Centre and Propcom Mai-karfi, Abuja

Jointly developed and delivered training. Participants learned how to overcome practical challenges and dilemmas which often occur when measuring results and analysing findings. *[November 2012]*

Making Brick Markets Work, the EELA programme and the Springfield Centre, Lima

Developed and translated materials, presented at a workshop for this climate change-focused programme. Programme staff learned how they can benefit by employing the market systems approach. Materials covered the approach's key advantages, challenges and the changes that managers must make. Presentations in English and Spanish. *[May 2012]*

Measuring Propcom Mai-karfi's Results, Propcom Mai-karfi and the Springfield Centre, Abuja

Jointly created training materials, trained newly-recruited intervention managers on results measurement. *[February 2012]*

Results Measurement for Green Private Sector Development Programmes, Donor Committee for Enterprise Development, Vienna

Prepared training materials, gave presentations and facilitated exercises. Staff of donor and UN agencies first learned how results chains can be useful for staff of green private sector development programmes. Secondly, how to choose indicators which track progress in green private sector development interventions. *[June 2011]*

Relevant Work History

Deputy Team Leader, ENABLE2, Nigeria

For a description of this role, please see 'Relevant work experience' above. *[2017]*

Senior Consultant, The Springfield Centre for Business in Development Ltd, UK.

For a description of the Springfield Centre's work, please see 'Current Position' above. *[2013 - 2017]*

Consultant, The Springfield Centre for Business in Development Ltd, UK.

For a description of the Springfield Centre's work, please see 'Current Position' above. *[2011 - 2013]*

Assistant Coordinator, Donor Committee for Enterprise Development (DCED), Cambridge, UK

The DCED is a knowledge hub through which staff of donor and UN agencies share and increase their knowledge of private sector development. Supported donor agency staff and partners working towards the DCED Standard for Results Measurement, e.g. with trainings, advice, editing and translation of materials. Also carried out research and reviewed publications on green PSD, business environment reform, value chain development, women's entrepreneurship, PSD in conflict-affected environments and country-level coordination between donors active in PSD. Wrote numerous reports and briefing notes and provided regular support to the DCED's Green Growth Working Group. *[July 2009 - June 2011]*

Project Manager, Bristol Link with Beira, Beira, Mozambique

Experience supervising small-scale public health interventions. Worked to improve the delivery and accountability of seven NGO-funded micro-projects. Designed two pilot interventions, both of which found donors, and partnered with local government and civil society organisations to set up income-generation, educational and cultural initiatives. *[September - December 2006]*

Business analyst, Chris Page Business Development, UK and Rwanda

Assisted a social entrepreneur and his associates with market research, business plan development and the design of a simple stock control system for a greetings card manufacturer. In Britain, assisted the same greeting cards company with overseas sales. *[June - September 2005]*

Journalist (part-time), The New Times, Kigali, Rwanda

Wrote articles for an African national newspaper. Research and interviews in English and French. *[July - August 2005]*

Recent Training Courses Attended

International Leadership and Organisational Behaviour, online, Milan (Bocconi) School of Management

Insights on leading organisations with staff from different cultures, and on organisational behaviour. Topics included: cultural intelligence, motivating staff, conflict management, networking and communication. *[March - July 2015]*

Making Markets Work for the Poor (M4P), Glasgow, delivered by The Springfield Centre

Attended a two week training course about the theory and practice of the M4P approach to development in July. Participated in extra modules when the course was held again in September. These were on Managing M4P Programmes, and M4P in Agriculture. *[July and September 2011]*

Advanced Training Course on the DCED Standard for Results Measurement, Kuala Lumpur

Deepened understanding of how private sector development programmes can measure their results credibly enough to comply with good practice, and use their M&E to inform programme management. *[October 2010]*

Introductory Training Course on the DCED Standard for Results Measurement, Chiang Mai

Completed this one week course on the DCED Standard, learning how programmes can improve their results measurement systems and aim to comply with the Standard. *[September 2009]*