

Curriculum Vitae: Roger Oakeley

An economist and development planner by training, Roger Oakeley has extensive experience in development programme management and implementation, as well as in rural and livestock development consulting and research. Roger has provided programme management and technical assistance to a wide range of bi-lateral and multi-lateral donors, and has worked extensively in South East Asia, Africa and the Middle East. Roger worked as a consultant and researcher for 10 years, and specialised in agriculture and livestock development and community-based delivery of animal health services, contributing significantly to the community animal health debate from 1997-2003. Since 2000, Roger has worked for two leading managing contractors providing business development and programme management expertise to a range of donor and sector programmes, alongside technical advisory inputs. Roger joined Springfield in 2010 and currently undertakes and manages a range of short and long-term Springfield consulting and advisory work in Africa, Asia and the Balkans and is one of the core trainers on the *Making Markets Work* course.

Personal Details

Nationality: British
Qualifications: MSc Rural Development Planning, University of East Anglia, 1995
BSc (Hons) Agricultural Economics, University of Newcastle-Upon-Tyne, 1990
Language Skills: English (mother tongue), Thai (conversational)

Current Position(s)

Managing Consultant, The Springfield Centre for Business in Development Ltd, UK. The Springfield Centre focuses on economic reform and private sector development and its main activities include:

- Training: both in the UK and abroad;
- Development projects: mainly medium and long-term partnerships with particular institutions;
- Research: that provides the basis for new programme development;
- Consultancy: specific studies (e.g. project evaluations) undertaken at the request of clients.

Career History

2010 – Present Managing Consultant, The Springfield Centre, Durham, UK
2010 – 2012 Manager, M4P Hub
2007 – 2010 Associate Director, WYG International, UK
2000 – 2007 Senior Programme Manager, GRM International, UK & Australia
1997 – 2000 Livestock Economist, PAN Livestock Services, UK
1995 – 1997 Associate Professional Officer, UK Department for International Development, Jordan
1991 – 1993 Agricultural Economist, Voluntary Services Overseas, Thailand

Relevant Experience

Consulting

TANZANIA: Team Leader for Capacity Building of Market Facilitator partners of the Agricultural Markets Development Trust (AMDT), AMDT

Leading a 3-person Springfield team undertaking a training needs assessment of the AMDT management team and its co-facilitator partners and the subsequent development and delivery of 1-week tailored training in market systems development and facilitation. *[December 2017-March 2018]*

TANZANIA: Consultant to Annual Review of the Cotton Sector Development Programme (CSDP), Gatsby Africa

Part of the Annual Review team assessing the progress and performance of CSDP against outcomes and outputs. Specific responsibilities included assessment of, and lesson learning from, seed sector and farmer support services interventions, and drafting of DFID-format Annual Review report. *[September 2017]*

JORDAN: Team Leader on consultancy to support Market Assessment and Project Design for the Water Innovations Technologies (WIT) programme, Mercy Corps/USAID

Led Springfield support to the WIT programme team advising on detailed assessments of water saving technologies and services markets in both the agriculture/horticulture and the domestic water use and conservation 'systems'. WIT aims to enhance water conservation practices in Jordan amongst both agriculture and domestic users, including the growing Syrian refugee population. The input included a mixture of capacity building for the WIT team, guidance for field-based market research, and support to the analysis and interpretation of the data and information generated. Outputs included a comprehensive Market Assessment Report, system vision(s) and opening portfolio design. Recommendations were also provided on operational and implementation priorities. *[July - September 2017]*

UK (MADAGASCAR): Senior adviser to scoping and market systems analysis in Madagascar; Save the Children UK

Strategic guidance and methodology development of 2-stage sector selection exercise and market systems analysis in support of programme development and design for Save the Children in Sava region of Madagascar. *[November 2016-February 2017]*

MYANMAR: Consultant to review and scoping of Access to Finance component, Making Vegetable Markets Work (MVMW) project; Swisscontact / Mercy Corps

Undertook reviews of ongoing activities of the Access to Finance component and subsequently a portfolio-wide strategic assessment of the MVMW project, funded under the LIFT programme. Provided recommendations for strengthening the programmes' application of the market systems development approach; the coherence and strategic rationale of the programme; and the scope, sustainability and outreach of impacts. Recommendations included reform of management and decision-making structure and processes, intervention-level strategies and partnership tactics, and staff capacity building priorities. *[June-September 2016]*

TANZANIA: Consultant to Annual Review of the Livelihoods Enhancement through Agricultural Development (LEAD) programme, Department for International Development (DFID)

Led the Annual Review of the LEAD programme implemented by BRAC Maendeleo Tanzania including assessment of programme performance against outcomes and outputs; its value for money as a market development initiative; and lessons learned during the year. *[February 2016]*

SERBIA: Adviser to Private Sector Development in South Serbia, Swiss Agency for Development and Cooperation (SDC)

Lead technical adviser to Phase II of this market systems development programme managed by VEEDA Vranje working in wood and furniture, vocational education and non-timber forest product markets. Inputs include support to programme and SDC oversight, strategic and institutional review, staff and management mentoring and capacity building. *[July 2015 - ongoing]*

SERBIA: Adviser to Private Sector Development in South West Serbia, Swiss Agency for Development and Cooperation (SDC)

Lead technical adviser to this market systems development programme (phase II) managed by RDA Uzice working in tourism and traditional product markets. Inputs include support to both programme and SDC oversight, intervention strategy and tactical review, staff and management mentoring and capacity building and development of learning and case study outputs. *[January 2015 - ongoing]*

NEPAL: Adviser to Nepal Market Development Programme (SAMARTH-NMDP), Department for International Development (DFID)

Technical adviser and manager of Springfield team support to this five year rural market development programme taking a market-systems approach to addressing constraints to underlying pro-poor performance of a range of rural sectors including tourism. Inputs include representation on proposal and quarterly strategic review panels, strategic support to Portfolio Manager, technical advice to dairy sector interventions, and Internal Reviews of dairy and vegetable sectors. *[July 2012 - ongoing]*

INDONESIA/UK: Independent Evaluator, Australian Department Of Foreign Affairs and Trade (DFAT)

Part of tender Evaluation Committee for two development projects commissioned by the Australia-Indonesia Partnership for Rural Economic Development (AIPD-R). *[May 2013; November 2014]*

UK: Update of the M4P Operational Guide, Swiss Agency for Development and Cooperation (SDC)

Part of the content and editorial team revising this core text on the market systems development approach and its application. *[January 2013 – September 2015]*

GEORGIA/ARMENIA: Backstopping Support to Development of EDE Portfolio in South Caucasus, Swiss Agency for Development and Cooperation (SDC)

Review and advisory support to development of SDC's *Alliances Lesser Caucasus Programme* in Georgia and consultative assessment of long-term strategic backstopping support to SDC's Caucasus portfolio in developing Terms of Reference for a future backstopping mandate for all domains. *[November 2013 – March 2014]*

BANGLADESH, INDIA, MYANMAR, MALAWI, UK: Strategic Review of the Business Innovation Facility (BIF), Department for International Development (DFID)

Team Leader of a strategic review of the pilot phase of BIF which critically appraised the strengths and weaknesses of the programme model against a systemic framework. The review assessed the logic of the BIF model and its application on the ground to generate options and recommendations for the design of a second programme phase. Inputs included support to the design process, facilitation of a series of design workshops with DFID and the programme managers, and support to BIF2 inception in Myanmar and Malawi. *[November 2012 - March 2014]*

SOUTH CAUCASUS: Strengthening Market Development Capacities in South Caucasus, Swiss Agency for Development and Cooperation (SDC)

Management of The Springfield Centre's support to market development capacity strengthening and oversight for SDC-funded 'Economic Development and Employment' programming across the South Caucasus, including specific technical advisory support to the project portfolio in Georgia and facilitation of annual Learning Events in 2012 and 2013. *[January 2012 – October 2013]*

UK: M4P Hub, Coffey International Development Ltd

Manager of this multi-donor (DFID, SDC, Sida) knowledge management facility supporting and promoting the users of market systems development approaches to share knowledge, experience and lessons in order to deepen, broaden and improve their application. The role encompassed coordinating knowledge management activities and exchange, providing technical support to donors and development partners and supporting a range of outreach activities and events. [July 2010 – December 2012]

ETHIOPIA: Support to development of a Case Study of the Revitalising Agricultural/Pastoral Incomes and New Markets (RAIN) programme (Mercy Corps - USAID)

Review of RAIN experience in adopting and operationalising a market systems approach building on both background documentation and field research. The consultancy included contribution and guidance to case development and the elaboration of lessons for Mercy Corps and its partners both in Ethiopia (Somali Region) and more widely with regards to the application of M4P in fragile, post-relief contexts. [August 2012]

PERU, ECUADOR, COLOMBIA: Strategic advice and capacity building for programme managers adopting a more facilitative approach

Guiding and overseeing technical and strategic support to staff of the *Energy efficiency of artisanal brick units to mitigate climate change* programme to plan for a second phase focusing on taking a more systemic approach to emissions reduction in the artisanal brick kiln sector of Latin America. Advised on overall programme strategy and analysis of commercially viable kiln innovations and constraints to their access. Co-delivered a workshop in Lima on the market systems approach. [May 2012 - March 2013]

KENYA: Consultancy to Design a Private Health Sector Innovation Programme, Department for International Development (DFID)

M4P Consultant on a multi-disciplinary team led by HLSP designing a £3.8m private sector oriented health services delivery initiative, conceptualisation and business case drafting. The input explored how a market development approach could be used to promote sustainable quality health care services for poor people and identify general opportunities for development programmes to support commercial private sector initiatives in the health care sector in Kenya and elsewhere. [March 2012]

TANZANIA: Assessment of the “Livelihood Enhancement through Agriculture Development (LEAD)” programme proposal by BRAC Tanzania, Department for International Development (DFID)

M4P Consultant supporting DFID Tanzania in assessing the BRAC Tanzania LEAD proposal, and specifically exploring how the programme might adopt a more market-systems oriented approach. The review findings supported recommendations for strengthening the analytical basis of the proposal and the project design and planning process, and addressed weaknesses in the intervention strategy proposed by BRAC. [January 2012]

AZERBAIJAN: Strengthening Market Development Capacities in South Caucasus, Swiss Agency for Development and Cooperation (SDC)

Consultant to SDC programme in Azerbaijan providing support to market development capacity strengthening and oversight for SDC-funded programming including the Rural Development Programme in Agcadabi and Beylaqan. [October 2010 – December 2011]

UK: Developing market systems: “Seizing the opportunity for the poor”, International Conference 7-9th November 2011

Management, coordination and technical support to this high profile market-systems development (M4P) conference addressing lessons learned from M4P projects and programmes. Thematic sessions covered a variety of sectors including basic health service delivery, skills sector, value chains and financial services. [November 2011]

MONGOLIA: Mid-Term External Review of *Market Opportunities for Rural Entrepreneurs (MORE)*, Swiss Agency for Development and Cooperation (SDC)

Team Leader of 4-person external review to assess and draw lessons from project activities and support the project team and stakeholders in the development of a robust, market development oriented planning platform for phase II. *[October 2011]*

PERU: Case Study of *Programa De Apoyo A La Micro Y Pequeña Empresa (APOMIPE)* and M4P Workshop, Swiss Agency for Development and Cooperation (SDC)

Consultant for a case study using the M4P analytical framework to explore the experiences of the APOMIPE programme and develop lessons and materials to feed into a M4P workshop for SDC Latin America staff. *[January 2011 – March 2011]*

UK / LAOS PDR: SME Development Programme, European Commission (EC)

Project Director responsible for direction of this private sector enabling environment initiative, supporting policy and procedural developments to increase SME access to capacity building, other business services, and finance. *[December 2007 – July 2010]*

AUSTRALIA / TIMOR LESTE: Public Sector Capacity Development Programme, AUSAID

Project Manager responsible for direction and quality assurance on all outputs and activities of this programme aimed at strengthening capacity building institutions and processes to build individual and institutional public sector capacity in East Timor *[October 2006 – February 2007]*

AUSTRALIA / CAMBODIA: Implementation of the Action Plan for Gender Mainstreaming in the Agricultural Sector, Asian Development Bank, TA 4559

Project Manager for the programme responsible for technical guidance, backstopping project implementation, and managing contract obligations and personnel. The project aimed to build gender-responsive institutions and systems at the Ministry of Agriculture, Forests and Fisheries; ensure gender-equal access to agricultural support services; and promote women's participation in market-based and diversified agricultural production. *[January 2006 – February 2007]*

CAMBODIA: Supporting Policy and Institutional Reforms in the Agricultural Sector (SPIRAS), Asian Development Bank, TA 4228

As Corporate Management Specialist / Project Manager, provided 4.5 months technical input to the programme and deputised for the Team Leader. The project focus was on strengthening the institutional capacity of MAFF in agricultural policy planning, programme budgeting and market services. Managed the international and domestic expert team in supporting the development and implementation of a series of medium-term work plans which were conditions for release of loan funds. Technical input included support to the planning of a National Research Master Plan; MAFF rationalisation; market information services; media broadcasting services; removal of rubber marketing constraints; and extension services to social land concession beneficiaries. *[June 2005 – February 2007]*

AUSTRALIA / CAMBODIA: Cambodia-Australia Agricultural Extension Project II (CAAEP II), AUSAID

Project manager responsible for full technical and managerial oversight of the programme, personnel management, budget and contract delivery. CAAEP was a long-running programme supporting extension policy, planning and operations of the Department of Agricultural Extension, MAFF. The programme piloted innovative extension methodologies to build commune and district-level planning capacities in line with decentralised planning processes in Cambodia. *[January 2005 – January 2007]*

UK / AFGHANISTAN: Support to Strategic Planning for Sustainable Rural Livelihoods, DFID

Project manager responsible for full technical and managerial oversight of the programme, personnel management, budget and contract delivery. The programme built institutional capacity within two key

rural and agricultural Ministries. Provided direct support to the design, development and ongoing refinement of the M&E framework that monitored performance against the volume of staff involved in training initiatives, the quality of capacity building activities and the extent to which skills transfer occurred. *[October 2003 – October 2004]*

UK / YEMEN: Protected Areas Management (1), World Bank

Project Manager responsible for technical and managerial oversight of the programme, personnel management, budget and contract delivery. The programme supported the Yemeni authorities in the environmental evaluation and development of a protected areas management plan for the Bura'a region. *[October 2002 – June 2004]*

UK / KENYA: Pan-African Control of Epizootics (PACE) Programme, European Commission (EC)

Project Manager for input of an international communications expert on this regional animal health initiative. *[February 2002 – February 2004]*

CAMBODIA: Support to Veterinary Services in Cambodia, European Commission (EC)

Livestock Economist and Project Manager of a multi-disciplinary team developing technical and financial proposals for long-term programme support. Responsible for project budgeting and development of the Financing Memorandum; analysis and identification of policy, training, support priorities for a sustainable community-based livestock service model; evaluation of lessons learned of community-based livestock service delivery; review of livestock economics knowledge in-country; analysis of scope and diversity of livestock sector; analysis of role of livestock in Cambodia's rural economy; and analysis of public and private livestock support services. *[April 2003]*

UK / ERITREA: National Livestock Development Programme, African Development Bank

Project Manager for the input of two long-term livestock experts on this national livestock development initiative. *[December 2001 – February 2003]*

ZAMBIA/UK: Economic Expansion in Outlying Areas programme, Swedish International Development Agency (SIDA)

Technical Director (December 2002) and Project Manager for this flagship Sida programme supporting local economic and entrepreneurial development amongst rural households in Eastern and Northern Provinces through community facilitation, entrepreneurship training and capacity building, groups formation and business networking and extension. *[September 2000 – December 2002]*

THE PHILIPPINES: Women's Health and Safe Motherhood Programme – Partnerships Component, EC

Project Economist (August 2001) and Project Manager for this primary healthcare based initiative developing community initiatives towards improving women and girls health in 5 regions of the country. Roger was part of a successful three-person extension planning team in 2001 examining the opportunities for extending project activities. He was responsible for economic and financial aspects of extension planning and justification, including development of Rider to Project Memorandum. *[September 2000 – August 2002]*

UK / ZAMBIA: Rehabilitation Study of the Natural Resources Development College, EC

Project Manager for this 11-person project preparation study for physical, institutional and academic rehabilitation of NRDC. *[June 2001 – August 2001]*

IRAN: Integrated Sustainable Parasite Control Project (TCP/IRA/8923), United Nations Food and Agriculture Organization (FAO)

Livestock and Socio-economist reviewing economic and socio-economic implications of disease control strategies in small ruminants and cattle. Developed protocol for economic analysis of production systems and comparative evaluation of control strategies and provided training for veterinary professionals in socio-economics, economic techniques, and data analysis and management. *[August 1999 – January 2001]*

MOZAMBIQUE, GHANA: Study of Community-Based Animal Health Workers, DFID

Community Animal Health Care Research Specialist responsible for the design, management and implementation of field studies, analysis and report on the role of community-based animal health workers (CBAHWs) in the administration of veterinary medicines, and the risks posed to human health through drug misuse and residues. *[October 2000 – December 2000]*

UK: Animal Health Programme – Memoranda Review Panel, DFID

Livestock Research specialist contracted to review Project Memoranda submitted for research funding from the Animal Health Programme of DFID's Rural Livelihoods Department. *[August 2000]*

UK: Compendium of Swine Diseases, Ministry of Agriculture, Food and Fisheries

Livestock Economist supporting development of a compendium of disease control strategies for swine raised under outdoor and organic production systems. *[June 2000 – August 2000]*

GHANA: Impact Assessment of Community Livestock Workers, DFID

As a Livestock Economics researcher on behalf of the Veterinary Epidemiology and Economics Research Unit, Dept. of Agriculture, University of Reading, designed, managed and implemented this 12 month impact assessment of community livestock workers in Ghana. Research objectives, methodology and techniques were defined, tested in the field and transferred to field research team. Management of operational and financial activities undertaken in-country, and subsequent reports produced including literature review, impact and selection assessments. *[June 1998 – October 1999]*

ZIMBABWE: Emergency Assistance for Control of Newcastle Disease Project (TCP/ZIM/8821), FAO

Socio-economist team member on a review of progress and status of sustainable disease control strategies addressing Newcastle Disease outbreaks in the backyard poultry sector. Supported finalisation of analyses of production and socio-economic data, and identified alternative applications for the analysis. *[May 1998 – December 1998]*

JORDAN: Badia Research and Development Programme, DFID

Livestock Economist investigating livestock and socio-economic policy, farming systems and marketing research, Badia Research and Development Programme. Research focused on the significance of small ruminant trading in the transhumant desert production system, including:

- Study of volumes and patterns of sheep trading in the Badia and associated cross-border trade
- Survey of attitudes and perceptions of Bedouin producers to feed markets
- Study of the macro-economic factors affecting sheep production

[October 1995 – January 1997]

Training Programmes and Others

UK/GLOBAL: Training programmes on Making Markets Work for the Poor and Business Development Services, Springfield Centre

Core Skills trainer for Springfield's flagship international training programme on Making Markets Work for the Poor. The programme covers the latest thinking, experience and core skills in designing and implementing market systems oriented approaches to development, including; intervention strategy

and rationale, market assessment, sustainability analysis, innovative intervention, and monitoring and results measurement. Responsible for delivery of Core Skills component. [2015 – present]

UK: MSc, MPhil and PhD Programmes on “Veterinary Epidemiology and Animal Health Economics”, Veterinary Epidemiology and Economics Research Unit (VEERU), University of Reading, 1997 - 2000

Livestock Economics resource person providing a range of training and research supervision in a variety of economic and socio-economic techniques including, partial budgeting and cost-benefit analysis, monitoring and evaluation, animal health economics and livestock service development. Duties included lecturing on subjects as diverse as farm and project economics and household decision-making, informal data collection and monitoring and evaluation techniques on both MSc and short courses. Also managed the graduate and postgraduate research and training programme including the design and development of course curricula and materials and monitoring the programmes for quality assurance.

UGANDA: Training programme on “Animal Health Economics”, September 1997

Core livestock economics trainer on this two week residential programme held in Kampala, Uganda. Livestock economics resource person for British Council-funded training course for 30 participants in veterinary epidemiology and economics for district veterinary officers at Makerere University. Subjects included enterprise budgets, partial budgets, cost-benefit analysis and risk assessment.

Publications

Jones, L., **Oakeley, R.**, (2012). Strengthening women's economic empowerment within the M4P framework. *Enterprise Development and Microfinance*, Volume 23, Number 4 / December 2012

Oakeley, R., (2011). Taking stock: Market development - where it is and where it needs to go. *Enterprise Development and Microfinance*, Volume 22, Number 3 / September 2011

Oakeley, R., Dasebu, S. and Escrivao, R. (2003). The Safe Administration of Medicines. Can CBAHWs be Trusted? in *Community Based Animal Health Workers – Threat or Opportunity?* The IDL Group, UK.

Oakeley, R. (2000). The limitations of a feed/water based heat-stable vaccine delivery system for Newcastle disease-control strategies for backyard poultry flocks in sub-Saharan Africa. *Preventive Veterinary Medicine*.

Oakeley, R. (2000). The socio-economic environment of Newcastle disease control strategies for backyard poultry systems. Workshop proceedings: Poultry as a tool in poverty eradication and promotion of gender equality. March 22 -26 1999, Tune Landboskole, Denmark.

Oakeley, R. (1999). Community Livestock Workers: A review of experiences with community-based animal health care delivery. *World Animal Review* 93 / 2, FAO, Rome.

Other

Romero, J.R. **Oakeley, R.D.** and Villamil, L.C. (2000). Perceptions of the benefits of using livestock services in cattle production systems in Colombia. Paper presented at 9th International Symposium on Veterinary Epidemiology and Economics, August 6 – 11 2000, Colorado USA.

Romero, J.R. **Oakeley, R.D.** and Villamil, L.C. (2000). An appraisal of cattle production service utilisation in Colombia, using the stakeholder analysis approach. Paper presented at 9th International Symposium on Veterinary Epidemiology and Economics, August 6 – 11 2000, Colorado USA.

Oakeley, R. (1999). An enabling environment for community-based animal health care. Proceedings of 26th World Veterinary Conference (WVA), Lyons, 23rd - 26th September 1999.

Oakeley, R. (1999). Community-based control of Newcastle disease in the extensive poultry system of Zimbabwe: Opportunities and Constraints. Association of Veterinary Teachers and Research Workers, Current Topics in Veterinary Science, 53rd Scientific Meeting, 29th - 31st March 1999.

Previous Work History

Associate Director, WYG International Ltd, Annesley, UK

WYG is a leading socio-economic and technical consultancy, with specific expertise in the areas of economic and social reform, wealth creation, good governance and the rule of law, as well as delivering improvements to the built environment and infrastructure. Head of Middle East and Anglophone & Lusophone Africa Division responsible for business development and project portfolio across the region with key responsibilities including P&L management; business development; contract and client management; project management and quality assurance; personnel management; and financial management. *[March 2007 – July 2010]*

Senior Programme Manager, GRM International Pty, Brisbane, Australia

GRM is a leading international development management company specialising in the provision of project design, management expertise and technical assistance to development projects worldwide. Role as a senior manager and development economist encompassed business development and portfolio management across a wide range of project activities in the Asia-Pacific region. Project management responsibilities included Cambodia, Indonesia, Kyrgyzstan, Papua New Guinea and Timor Leste. *[November 2004 – February 2007]*

Programme Manager, GRM International Ltd, Ripon/London, UK

Based at GRM's UK Office, Roger was responsible for project and programme acquisition and management across a broad geography including South East Asia, Africa and the Middle East. Project management responsibilities included Afghanistan, Botswana, Cambodia, Eritrea, Ghana, Kenya, Mozambique, The Philippines, Zambia and Yemen. *[September 2000 – November 2004]*

Livestock Economist, PAN Livestock Services Ltd, University of Reading, UK

PAN Livestock is a multi-disciplinary team specialising in key areas of animal production, health and economics consulting, research and training. Contributed to the acquisition and delivery of a range of consultancy and research activities in the livestock economics field, and was a core resource person in the delivery of post-graduate training programmes on behalf of the Veterinary Epidemiology and Economics Research Unit (VEERU) at the University of Reading. *[May 1997 – August 2000]*

Agricultural Extension Specialist, Voluntary Service Overseas (VSO), Thailand

Economist member of farm management team in the Northern Regional Office, Department of Agricultural Extension, Chiang Mai. Duties included field staff training and support in basic farm management, economics and socio-economic techniques; participation in farmer extension activities, village-based farm management, young farmers and women's groups and farm co-operatives. *[March 1991 – December 1993]*