

Curriculum Vitae: David Elliott

An economist by training, David Elliott has extensive experience in market systems development applied to a range of sectors and through programme design, implementation and evaluation phases. He has designed innovative market systems programmes, for example, in land markets (eg DFID LIFT Ethiopia); agricultural value chains (eg DFID NMDP Nepal) and youth employment markets (eg SDC Serbia). He has supported the implementation of many different sectoral programmes, such as, business advocacy and enterprise policy (eg DFID Enable Nigeria), agriculture, youth and conflict resolution (eg Sida GROW Liberia). and he's managed programmes directly, such as DFID's Enterprise Development Innovation Fund (EDIF) – a cost sharing grant programme for action research into new approaches to stimulate microfinance innovation, and service markets for SMEs (18 projects spanning more than 20 countries). David has considerable expertise also in reviewing and evaluating market systems programmes. For example, he was the lead evaluator of AusAID's Enterprise Challenge Fund covering several countries and sectors across Asia-Pacific. He's also played a key role in a DFID funded longitudinal evaluation of their PEPE enterprise and finance programme in Ethiopia.

In more recent times David has been advising and consulting with emerging Foundations and impact investors. For example, he led an impact focused advisory project for the European Fund for Southeast Europe, managing by Finance-in-Motion; and one of the largest impact funds in the World at around \$1bn. This involved fieldwork in Turkey, Georgia, Kosovo, Croatia and Bosnia. He was part of a team conducting a learning focused impact assessment of three programmes – youth, SACCOs, and weather index insurance – for a large Mastercard (and other) funded programme in Rwanda.

David also has extensive training experience, having been a trainer on the Springfield Centre's M4P oriented training course since 2002. Prior to joining the Springfield Centre, David worked for a large development consultancy firm, a leading London enterprise development agency, and held a long-term resident position as Lead Economist to the Department of Economic Affairs and Tourism, Northern Cape, South Africa (DFID funded).

Personal Details

Nationality: British
Qualifications: BSc (Hons) Economics & Statistics, University of Coventry, 1992
MSc National Development & Project Planning, DPPC, University of Bradford, 1993
Language Skills: English (mother tongue)

Current Position

Director, The Springfield Centre for Business in Development Ltd, UK. The Springfield Centre focuses on economic reform and private sector development. The Centre's 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

- 2003 – present** Director, The Springfield Centre, Durham, UK
2000 – 2002 Managing Consultant, GLE International, London, UK
1999 – 2000 Resident Team Leader, Economic Development Project, South Africa
1994 – 2000 Senior Consultant, Maxwell Stamp PLC, London, UK

Relevant Experience

Consulting

MULTI-COUNTRY: Mid-term evaluation of AgriFin Accelerate, Mercy Corps / Mastercard Foundation

Lead Adviser for this Genesis Analytics / Springfield led Mid-Term Evaluation of AgriFin Accelerate (AFA). AFA is a regional East and Southern African programme funded by The Mastercard Foundation and implemented by Mercy Corps. Evaluation fieldwork was undertaken in Kenya, Zambia and Tanzania. AFA's mandate is to strengthen the role that digital services can play in promoting access to financial and non-financial services for smallholder farmers, and the need to design and deliver innovative products and services that respond to and align with the needs of smallholder farmers and their business goals respectively. Specifically, AFA builds partnerships with and between DFS platform providers and value-added service providers to reach smallholder farmers with viable business models of 'bundles' of services through mobile and other digital channels. The aim is that this, along with activities to build the knowledge and capability of farmers to make use of new technology, products, services and channels, and a learning agenda aimed at influencing market ecosystem actors, will increase the productivity, incomes and resilience of smallholder farmers.

AFA is currently in its third year of implementation and this mid-term evaluation aimed to provide a reasoned and independent view of the project by analysing its performance against its intended goals and objectives. Additionally, the evaluation made recommendations based on the project design, achievements and challenges to help inform its future strategy. *[October 2017 – January 2018]*

RWANDA: Impact Assessment of three interventions, Access to Finance Rwanda (AFR)

Senior Evaluator. Access to Finance Rwanda (AFR) is a multi-donor (incl. DFID, Mastercard Foundation, Sida, KfW and USAID) funded Not-for-Profit organisation tasked with improving access and use of financial services in Rwanda. It aims to align with the M4P Approach, putting sustainability, scale and inclusion at the heart of all it does. Genesis Analytics and the Springfield Centre were appointed to conduct a learning-focused impact assessment of three earlier Phase 1 initiatives: Tea SACCOs, Youth Microfinance and Weather based index insurance for smallholder agriculture.

The purpose of the impact assessment was two-fold. Firstly, to gauge the extent of observed impact from each of these three intervention areas; and secondly, to assess these impacts through an M4P lens in order to highlight key lessons of thinking and application that can inform and guide AFR through its current Phase 2. *[September 2017 – February 2018]*

MULTI-COUNTRY: Impact assessment and concept development, Finance in Motion

Project Director of this advisory task (a partnership between the Springfield Centre and Genesis Analytics) for Finance in Motion's European Fund for Southeast Europe (EFSE) to conduct a new impact assessment and learning initiative. Capitalised at more than \$1bn, EFSE is one of the largest global impact funds. This impact assessment initiative will seek to help prove the kinds of impact EFSE is having at the firm (MSME) level; and through this learning to help improve the financial and technical assistance aspects of its work. Field survey work was undertaken in Croatia, Bosnia, Kosovo, Turkey and Georgia. *[December 2016 – May 2017]*

UGANDA: Key note speaker, discussant and panellist, AfrEA

In partnership with Genesis Analytics, the Springfield Centre sponsored the “evaluating financial inclusion” strand at the 8th Annual Conference of the African Evaluation Association in Uganda. Under this strand, acted as panel discussant on the theme of measuring consumer protection in financial inclusion; presented on measuring market systems innovation; and moderated an ‘innovative finance think tank’ session. *[March 2017]*

KENYA: Evaluation of FSD-K financial inclusion interventions, FSD-Africa

Lead evaluator of three FSD-K interventions in the areas of digital finance (M-Shwari), savings groups and SACCO’s. These were part of a series of strategic and intervention level reviews aimed at understanding better the ‘art and science’ of market facilitation in practice. A strategic review of FSD-K was completed, along with the three intervention level cases; and a further three intervention cases were researched and written for interventions managed by FSD Zambia, FSD Tanzania, and FinMark Trust (South Africa). This work was funded by FSD-Africa, and partnered by CGAP. It has been published, and presented to date at the DCED Conference in Bangkok (March 2016), and the DFID BEAM Conference in Lusaka (May 2016). *[June 2015 – May 2016]*

MYANMAR: Internal review of the MVMW Programme, Swisscontact

Part of a three person internal review team assessing the innovation and scale potential of various intervention areas of the Making Vegetable Markets Work (MVMW) programme in Myanmar. The programme is funded by the multi-donor LIFT fund, and co-implemented by Swisscontact and Mercy Corps. *[March 2016]*

ETHIOPIA: Independent Evaluation of Private Enterprise Programme Ethiopia (PEPE), Department for International Development (DFID)

Strategic Adviser for the design and implementation of an independent evaluation of a large market development programme. This comprehensive 12 year evaluation involves developing new methods of evaluating change at the system level together with closer ties between the implementation and evaluation teams and short feedback loops to ensure collaborative development of strategy and measurement in unison. Methods include randomised evaluations of individual interventions together with benchmarking of sectors to examine change at the system level. Research projects are also conducted in tandem with the evaluation. *[January 2013 – January 2025]*

NIGERIA: Strategic advice to the ENABLE 2 business advocacy programme, DFID/ASI

Technical Director leading the Springfield Centre’s partner inputs to the follow-on phase of the ASI led ENABLE business advocacy programme in Nigeria. This phase continued to build ENABLE’s work in deepening the “market” for business advocacy in Nigeria, albeit with an increased focus on Northern States in Nigeria. The programme was closed early by DFID due to its own priorities changing. At the time of closure an independent project completion review documented and praised the many achievements and impacts of the programme, and scored it an A+.

As part of closure activities, two key papers were written up. Firstly, a detailed impact case study on the work of ENABLE with the National Assembly Business Environment Roundtable (NASSBER); a multi-stakeholder approach to improving business legislation in Nigeria. Early impacts of this work were already being felt as key reforms helped drive Nigeria 24 places higher in the World Bank’s Doing Business rankings in 2017. Secondly, a discussion paper reflecting on 10years of ENABLE applying a market systems approach to business advocacy in Nigeria. *[June 2014 – December 2017]*

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

Member of the Strategic Review Panel (SRP) and Project Director overseeing all Springfield team inputs 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. The Programme Completion Review confirmed key outcomes as:

- 361,400 farmers / entrepreneurs changed practices;
- 261,400 farmers / entrepreneurs achieved productivity gains as a result of these practice changes; and
- This delivered a Net Attributable Income Change of GBP 103 (against a target of GBP 80) per farmer / entrepreneur; with 53% of those benefitting being women.

The significant majority of these results were delivered under the agriculture portfolio, particularly interventions in dairy, fish, vegetables and crop protection sectors. *[June 2014 – March 2018]*

LIBERIA: Design and Implementation of an agricultural sector development programme, Sida

Technical Partner Lead and member of the Strategic Review Panel in consortium with ASI and Mercy Corps, for the inception and early implementation phases of this large Sida-funded programme in collaboration with the Liberian Ministry of Agriculture, aimed at the development of markets and value chains in agriculture in Liberia. This £14m, 5-year project is concerned to promote systemic change in agricultural and associated cross-cutting market systems. Alongside promoting poverty reduction, the programme has also focused on interventions to promote stability and reduce conflict. *[June 2013 – June 2015]*

SERBIA: Technical backstopping to PSD initiatives in South and South West Serbia, SDC

Building from an earlier phase of support, retained as Project Director for a new Springfield Centre mandate to continue to provide technical backstopping advice and support to two SDC funded PSD programmes in South and South-West Serbia. SDC is promoting an M4P approach to PSD, and working through two regional development agencies. Springfield is working closely with these two agencies to build their capacity to understand and deliver on the approach required by SDC. This involves a mixture of strategic, operational and training related inputs. *[January 2012 – December 2017]*

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

Technical Director 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. Main team 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: PSD portfolio backstopping and support (continuation), SDC

Continuing as Project Director of the final two year phase of strategic advisory and technical backstopping support to SDC and its implementation partners in the South Caucasus (Georgia, Armenia and Azerbaijan), working across its employment and income portfolio. Partners included Mercy Corps, Oxfam, CARE, Intercooperation and HEKS-EPER. The focus of the support was to build and embed technical capacity in the region in support of SDC's market development approach. *[December 2011 – August 2013]*

NIGERIA: Strategic advice to the ENABLE business advocacy programme, DFID/ASI

Project Director leading the Springfield Centre's partner inputs to the ASI led ENABLE business advocacy programme in Nigeria. ENABLE was designed as a challenge fund, but has emerged in practice as an active facilitation function supporting changes to the way in which business advocacy is conducted in Nigeria. In applying a systems approach to advocacy, ENABLE is partnering with stakeholders to reflect, revise and adopt new practices to advocacy. Its focus is on media (radio, print and TV), BMOs, and government itself. The Springfield Centre is an implementation partner with ASI, with the specific mandate to offer strategic oversight across the programme, technical backstopping to each of its three component areas, and guidance on its M&E functions. The programme was initially contracted for three years, but a first external review (conducted only 9 months into implementation) confirmed excellent initial progress being made within a new and novel approach, and recommended it be extended by at least a further 18 months. *[November 2008 – March 2013]*

AUSTRALIA: Expert Panellist on rural enterprise development, AusAID (DFAT)

Appointed as one of four international experts to an advisory Panel established by AusAID to support its work in Rural Enterprise Development. The Panel provides high level strategic advice on-demand to AusAID's technical units on rural enterprise issues. It also serves as a rapid contracting mechanism for Panellists to work more operationally in support of AusAID's field programmes. *[January 2009 – November 2012]*

ETHIOPIA: Scoping of new M4P investment climate and land markets programmes, DFID

Team Leader of a five person consulting team scoping two new innovative programmes on investment climate reform, and land market reform, for DFID in Ethiopia. The land market reform project (LIFT) is approved and will go out to tender shortly. Taking a market systems approach, it will have three mutually reinforcing components which link land registration and certification, to land tenure (rental markets) reform, and to agricultural market competitiveness. A national-international research collaboration is envisaged that will research, monitor impact, and advocate across the programme. *[February-April 2012]*

SERBIA: Technical backstopping to PSD initiatives in South and South West Serbia, SDC

Project Director of a Springfield Centre mandate to provide technical backstopping advice and support to two new SDC funded PSD programmes in South and South-West Serbia. SDC is promoting an M4P approach to PSD, and working through two regional development agencies. Springfield is working closely with these two agencies to build their capacity to understand and deliver on the approach required by SDC. This involves a mixture of strategic, operational and training related inputs. *[November 2008 – December 2011]*

ZIMBABWE: Review of the AECF ZW-Window, AusAID (DFAT)

Lead Consultant on this second annual review of the African Enterprise Challenge Fund (AECF) window for Zimbabwe. The AECF window was focused on funding private sector partners to kick-start the agricultural input and output markets, and the rural financial services markets in Zimbabwe. The fund had attracted more funders and funds in between the two reviews. However, as the portfolio was growing there was a growing challenge to tighten results measurement and the definition of more strategic market (i.e. beyond individual grantees) level change objectives. *[November 2011]*

SOUTH CAUCASUS: PSD portfolio backstopping and support, SDC

Project Director of this new three year extension to previous support efforts to realign the employment and income (PSD) portfolio in Georgia, Armenia and Azerbaijan. This new phase of support will engage at three levels: a) project level technical advisory inputs, b) translation of project level experience into regional programme learning, and c) capturing portfolio change to inform wider agency experience. *[December 2007 – December 2010]*

ZIMBABWE: Review of the AECF ZW-Window, AusAID (DFAT)

Advisor to an in-house AusAID team tasked with reviewing progress of the African Enterprise Challenge Fund (AECF) window for Zimbabwe. The AECF window was focused on funding private sector partners to kick-start the agricultural input and output markets, and the rural financial services markets in Zimbabwe. *[November 2010]*

MOZAMBIQUE: Private Sector Programme Procurement and Inception, SDC

Having designed the project concept, remained as Project Director overseeing follow up contracts to support SDC in the procurement process to recruit an implementation agency for the new Private Sector Programme. After a successful tender, we were also retained to support SDC in engaging with the selected implementation agency in the early inception process; and specifically around defining a clearer strategy and results agenda. *[February 2010 – November 2010]*

KOSOVO: Technical support to horticulture sector programme design, SDC

Following a review of SDC's long funded Horticulture Programme, SDC decided to change approach, moving away from direct delivery to one more centred on facilitation. Springfield was recruited to support SDC in this transition. As Project Director and Lead Consultant, was retained to help SDC plan and deliver an engagement conference to review experience and discuss the new approach with key sector stakeholders. The workshop was followed up with some limited guidance on institutional options for a new programme. *[February 2010 – June 2010]*

ZAMBIA: Market Development Workshop, Aga Khan Foundation/PROFIT

Technical resource and keynote speaker at this workshop. The Aga Khan Foundation is undergoing a strategic reorientation process around its rural development (RD) and enterprise development (ED) work globally. This workshop was intended to gain consensus on the meaning and potential of market development within AKF RD programmes worldwide, and to support ED and RD staff to develop market development action plans. The workshop involved a structured learning exchange with the USAID PROFIT programme, which has a strong market development focus, complimented by a number of technical presentations and thematic workgroups. *[December 2009]*

ASIA-PACIFIC: Review of the Enterprise Challenge Fund, AUSAID (DFAT)

Team Leader appointed to head the mid-term review of the Enterprise Challenge Fund (ECF). The ECF operates in nine Asian and Pacific countries. It is a challenge fund offering matching grants to private firms investing in new and innovative business models which should facilitate a better deal for the poor as consumers (of, for example, financial and energy services), as producers (within value chains), and as employees. A total of 24 projects had been financed, at a value of more than AU\$20mn. The review involved liaison with AusAID in Canberra, the Fund Manager in Adelaide, and fieldwork in Vanuatu, Fiji and Laos. *[August 2009 – November 2009]*

MOZAMBIQUE: Private Sector Programme design, SDC

Project Director of a scoping and design task for a new SDC funded Private Sector Programme in Mozambique. The programme was to follow an M4P approach, be relevant to small holder farmers in Nampula and Capo Delgado Provinces, and responded to a detailed sectoral analysis of cashew and sesame. The design concept was later accepted by SDC, after which an implementation procurement process was followed. *[September 2009 – October 2009]*

GHANA: Private Sector Development scoping, DFID/ASI

Senior Adviser to ASI on this PSD scoping task. The Government of Ghana approached DFID to help review and support its on-going efforts in promoting PSD in Ghana. This scoping exercise served as an input to a high level UK Government task force visiting Ghana to further discussions with its Government. The scoping exercise was informed by DFID's wider PSD experience and strategy

promoting a more market systems approach to PSD, and linking the applicability of such an approach to overcoming the limitations of existing efforts in Ghana. *[July 2009 - August 2009]*

NEPAL: Market development programme identification, DFID

Recruited by DFID to provide analysis and advice on the focus and feasibility for a new market development programme targeting pro-poor growth outcomes in rural tourism and agricultural sectors in Nepal. The concept of a new programme was confirmed in the DFID Nepal Country Plan, and a £13mn design and implementation contract is now being tendered by DFID. *[April 2009 – May 2009]*

GLOBAL: M4P review and codification of theory and practice, SDC/DFID

Member of a three person Springfield team commissioned to review and write a suite of M4P related documents. The Synthesis paper makes the case for M4P. A series of Perspective papers were prepared which consider the relevance and application of M4P to a range of other issues and areas. Personally wrote the papers on M4P and water, land and political economy. Finally, the Operational Guide presents a reference guide to managers working with M4P in field programmes. This guide is based on reviews and inputs from a range of M4P programmes globally. Personally, visited and reviewed the DFID-Asian Development Bank M4P programme in Vietnam (www.markets4poor.org). These documents were launched at high profile regional events in Asia (Thailand, November 2008) and Africa (Kenya, February 2009). *[November 2007 – February 2009]*

MACEDONIA: Regional West Balkans PSD programme review and workshop, SDC

Consultant, presenter and technical resource person for this regional workshop convened by SDC for each of its PSD and Rural Development programmes in the Western Balkans region. Evaluated the regional portfolio against an agreed framework, and highlighting common challenges faced by programmes in the region. This served as the key input around which the workshop was structured. *[September 2008]*

GLOBAL: Comparative assessment of sustainable livelihoods and M4P, SDC

Building from a positioning paper produced in May 2007, led a comparative assessment of SLA and M4P approaches. This had three phases of work. Firstly, the production of a series of briefing notes: sustainability, impact, empowerment/participation and institutions. These notes were used in a second phase as a framework for comparative assessment of two SDC funded programmes in Bangladesh (one shaped by SLA thinking, and the other by M4P). This fieldwork delivered assessments of each of the two programmes, and a further review of an initiative jointly delivered by both programmes. In the final phase of work, the findings were distilled and presented at a high profile event in Bern, with SDC and the wider development community. *[June 2007 – June 2008]*

MOZAMBIQUE: PSD portfolio assessment, SDC/SECO

Lead consultant recruited to conduct a thematic assessment of the SDC and SECO funded PSD portfolio in Mozambique. The objective was to design and apply an assessment framework based on a systemic approach to value chains. A framework was presented, applied and conclusions presented. The objective is to unite the portfolio around this framework, and in so doing to build a more coherent approach across the portfolio and in support of the new Country Strategy for 2007-2011. *[November 2007 – January 2008]*

UGANDA: Impact assessment: rural radio and business environment reform, SDC

Part of a two person Springfield team undertaking this impact assessment research. The research looked at the active advocacy role of rural radio in successfully driving policy, legal and regulatory reform that impacts positively on the incomes of poor rural producers in Uganda. The paper is taking a case based assessment of impact causality. The paper was presented at the Donor Committee for

Enterprise Development Africa Consultative Conference on Business Environment Reform in November 2007. *[May 2007 – November 2007]*

MONGOLIA: Regional Economic Development, SDC

Consultant recruited to review and support the pilot design phase of a new regional economic development programme in Western Mongolia. The programme is funded by SDC, and implemented by Mercy Corps Mongolia. The programme has private economic development objectives, through improving the connectedness of, and returns to, rural value chains. It is also concerned with more public economic objectives of accountable and transparent public investment planning, and improved access to public services. *[October 2007]*

TANZANIA: Lead Evaluator of Private Sector Competitiveness Programme, IBRD

Lead technical consultant on a four person committee established to evaluate and score tenders submitted to a new \$20mn-plus private sector cluster competitiveness programme in Tanzania. *[September 2007]*

TANZANIA: Review of the Rural Livelihoods Development Company, SDC

Team leader appointed to review and appraise the business plan for a proposed expansion of the Rural Livelihoods Development Company (RLDC) in Tanzania. The RLDC is an area based value chains- market linkages programme operating in the Central regions of Tanzania. This is a large programme, with the business plan predicting revenues of around CHF 22mn anticipated for the period 2008-2011. *[June 2007 – July 2007]*

AFGHANISTAN: Long term advisory support to the PSD Secretariat, DFID

Project Director overseeing the placement of a long term resident adviser responsible for the Markets and Business Development portfolio within the Directorate for PSD, Ministry of Commerce and Industry, Afghanistan). Responsible for technical, advisory and training inputs to the Directorate on a range of policy issues related to markets and business (e.g. key value chains, formalisation agenda, regional economic development focus, and business services markets). Responsible, as Project Director, for quality assurance and technical/management oversight. *[August 2006 – July 2007]*

GLOBAL: Positioning paper – Livelihoods and markets, SDC

Project Director providing detailed technical oversight and inputs to the production of a new paper for SDC: a positioning of sustainable livelihoods and market development frameworks. This work was a first step in supporting more thematic understanding and cooperation between the Employment and Income and the Social Development Divisions of SDC. *[March 2007 – May 2007]*

SWITZERLAND: E&I Division medium term strategy support, SDC

Technical adviser to the Employment & Income (E&I) Division supporting the conception, and drafting process of their new 2008-2011 Medium Term Strategy. The strategy is now finalised, and is being adopted by the Division. *[January 2007 – April 2007]*

EGYPT: IFC Results Measurement Conference, IFC

Contracted as a speaker/presenter to this two-day international IFC conference on results measurement. Designed and delivered a topical presentation on M4P as an emerging framework for delivering more systemic private sector development interventions. *[March 2007]*

SOUTH CAUCASUS: Portfolio review: Regional medium term strategy input, SDC

As a bolt-on to our long standing technical advisory and capacity building work to the SDC South Caucasus programme, part of The Springfield Centre team contracted to undertake a detailed assessment of its existing employment and income oriented portfolio (partners and projects). The

context was supporting the definition of a new regional cooperation strategy for the South Caucasus from 2008-2011. *[January 2007 – March 2007]*

SOUTH CAUCASUS: Rural enterprise and economic development, SDC

Project Director and Senior Adviser for on-going programme of advisory and capacity building support to a number of SDC funded projects in Georgia, Armenia and Azerbaijan engaged in the fields of private sector/income and employment (particularly in more remote and post-conflict areas). The assignment involves field consulting missions, remote advisory, and workshops and training interventions. *[September 2005 – March 2007]*

THAILAND: Asia Consultative Conference - Business Environment, SDC

Retained as a technical resource person contracted by SDC (under their FAUNO mandate) to participate in the Asia Consultative Conference of the Business Environment Working Group of the Donor Committee. This was a follow up to the Cairo Conference held in 2005. *[December 2006]*

SWITZERLAND: Pro-Poor growth training, SDC

Part of a faculty that was recruited to design and deliver two-day orientation training to a cadre of SDC staff from technical and geographic divisions. The training was organised by the Employment and Income, Social Development and Governance Divisions of SDC. Specifically, delivered a plenary session on “M4P: A systemic approach to PSD”, an elective session on M4P applied to value chains in Bangladesh, and facilitated a number of group tasks. *[August 2006]*

MACEDONIA: Design of a new regional economic development programme, SDC

Lead consultant contacted to review SDC operations in Macedonia in the sphere of economic/enterprise development, and to begin a process of designing a new programme of intervention. Whilst the scope for any new programme is very wide, its focus will be on identifying clear constraints to market growth (sectoral/spatial) and building local institutional capacity – at either national, regional or local levels - in response to identified weaknesses. *[June 2006]*

AFGHANISTAN: Establishing a PSD secretariat, Ministry of Commerce, DFID

Market and Business Development Adviser on the Adam Smith International led DFID-funded project, ‘Technical Assistance and Capacity Building on the Ministry of Commerce’ in Afghanistan. The long-term outcome of the project will be the creation of a sustainable and effective Private Sector Development Directorate (PSDD) able to formulate and implement policies and interventions that will facilitate private sector growth. The Market and Business Development Programme supports the MoC in meeting three of its key strategic objectives: formalising the private sector; creating the conditions for functioning markets that are inclusive and fair; and encouraging innovation through skills and knowledge. Organising for the delivery against these three policy objectives, the adviser delivered a detailed strategic framework that ensured a consistent and coherent process and approach to policy identification, analysis and formulation; a framework for capacity building consistent with being able to work with the outlined process and approach; and an initial policy “blueprint” highlighting initial policy areas of interest as determined through consultation with MoC and wider stakeholders.

[April 2006 - May 2006]

SWITZERLAND: Drafting and presentation of M4P case studies, SDC

Under the SDC FAUNO mandate held by The Springfield Centre, commissioned to write a number of case studies highlighting the application of M4P in practice. Lead authored a case study on the use of M4P as a framework for benchmarking and improving performance of a portfolio of PSD related projects (product, service and area based focus). Co-authored a case on M4P applied to business environment reform in Indonesia and Russia (responsible for the Russia element of the case). Presented the cases at a public event to the Swiss development community held in Bern. *[March – May 2006]*

GLOBAL: Africa Enterprise Challenge Fund (Advisory Panel), DFID

The AECF is a proposed new US\$100mn challenge fund facility for encouraging pro-poor business linkages in Africa. The AECF was a recommendation in the Commission for Africa Report, as an input to the G8 Gleneagles Summit. As a member of the Advisory Panel, main responsibilities were in supporting the main design team through guidance, referrals, advice, and technical “sparring” – all in an effort to ensure a robust project design, which will also resonate and be accessible to likely private sector (principally corporate) bidders. *[January 2006 – April 2006]*

GLOBAL: Investment Climate Facility for Africa (Project Memorandum), DFID

The Investment Climate Facility for Africa (ICF) is a new public-private partnership initiative for tackling investment constraints across Africa. Aligned closely with NEPAD and endorsed in the G8 Gleneagles Communiqué the ICF is aiming to finance operations to the tune of \$550mn raised from bilateral, multilateral and corporate donors. DFID is a core funding partner of the ICF. The purpose of the assignment was to work closely with DFID and the ICF to generate full project memorandum documentation (conditional for DFID funding). Wrote the project memorandum, redrafted the logical framework, and prepared supporting annexes on impact assessment, and risk appraisal and mitigation. *[January 2006 – February 2006]*

EGYPT: Donor Committee Conference – Business Environment, SDC

Technical resource person contracted by SDC (under their FAUNO mandate) to participate and report at the Donor Committee for Enterprise Development conference on Reforming the Business Environment, held in Cairo from 29th November – 1st December 2005. *[November 2005]*

UK: Embedded business services input paper, SDC/LBL

On behalf of SDC, LBL (the Swiss College of Agriculture) was running a Community of Practice e-discussion on value chains. The discussion was structured in six cycles and ran throughout 2005. The audience included over 100 development professionals – practitioners and donors – from several agencies and numerous countries. The task was to write a technical input paper to stimulate and focus discussions on the relevance and importance of embedded services within value chains. The paper was subsequently published in LBL’s Rural Development News journal in February 2006. *[August 2005]*

BANGLADESH: Support to the Chars Livelihoods Programme, DFID

Senior consultant for this short term assignment to the Chars Livelihoods Programme (CLP). The CLP has an integrated programme tackling “enterprise and livelihoods” issues. The purpose of the consultancy was to support strategy formulation for this programme output. *[June 2005]*

COSTA RICA: Presentation and paper: Rural Poverty Reduction Conference, CATIE

Submitted a paper and made a presentation on “insights to developing service markets in rural and generally weak economic areas”. The conference, organised and hosted by CATIE, was a major regional event tackling various dimensions of rural poverty reduction. *[April 2005]*

SERBIA: Scoping a new municipal economic development support programme, SDC

In tandem with a Serbian national consultant, appointed to lead a scoping mission for a possible new programme for Local Economic Development with two municipal authorities (Cacak and Uzice). The work involved a brief assessment of local economic structures, dynamics and potentials; an institutional assessment of relevant public and private players (nationally and locally) and the formulation of programme intervention design options. This scoping was in response to an approach from the two municipalities to SDC expressing an interest/capacity to move towards supporting economic (as opposed to mainly social) development. *[February 2005 – March 2005]*

GLOBAL: Advisory Panel: Review of Global Business Linkages Challenge Fund, DFID

The Business Linkages Challenge Fund is a circa £20mn challenge fund (competitive cost sharing grants) supporting “bottom of the pyramid” type investments in around 19 countries mainly in Africa, South Asia and the Caribbean. Having been running for almost four years, and with around 60 projects funded, DFID decided to commission a mid-term evaluation. An independent international advisory panel was appointed to guide, oversee and advise on the evaluation process. Colleagues on this panel included a Commissioner of the Africa Commission and the Head of Global Innovation at Unilever. *[January 2005 – March 2005]*

GLOBAL: Business Services in Weaker (incl. Rural) Markets, DFID

Consultant with the Springfield Centre team appointed by the DFID Investment, Competition and BDS Team to research and draft this position paper on business services in weaker markets. The objective of the paper was twofold: firstly to research and synthesise experience to date in business service market development and confirm the relevance and the challenges of the approach in weaker market situations; and secondly to demonstrate the relevance and transpose experience of BDS-MDA to advisers in other income generation concerned disciplines (agriculture, livelihoods, rural, LED, urban development etc.). A DFID Policy How-To-Note was also produced following submission of the core paper. *[December 2003 – December 2004]*

BALKANS: Regional review of good private sector development practice, SDC

A review of SDC’s portfolio of private sector development projects across the Balkans. The context of the review was improved learning and practice across the regional programme. Involved rapid reviews of eight projects across Serbia, Kosovo, Macedonia, Bosnia and Albania. Half the projects were sub-sector focused, the others having an institutional SME development focus. The review sought to benchmark project design and practice against emerging good practice trends in private sector development – specifically a market development framework. The review process fed into a two day learning workshop held in Montenegro for project staff, their programme officers and SDC-COOF staff on the relevance and application of a market development approach to private sector development. *[September 2004 – November 2004]*

RUSSIA: Review and learning from two enterprise development projects, SDC

Lead consultant commissioned to review two enterprise development projects (in the context of a possible time extension). Additionally, to distil learning from respective experiences that might be relevant to informing intervention approaches more widely (internationally). The projects were in Nizhny Novgorod and Voronezh, and Swisscontact implemented both. Projects were similarly designed, with a tri-focus on business services, business finance, and enabling environment (policy/regulations). Additionally, both projects had distinctive urban (R&D and product development; SME finance) and rural programmes (business centres/microfinance). *[September 2004]*

GHANA: Review of the Ghana-Business Linkages Challenge Fund (G-BLCF), DFID

Lead consultant commissioned to produce a mid-term output-to-purpose review of the G-BLCF. The G-BLCF is a challenge fund – a regular competitive bidding process offering cost sharing grants for relevant business linkage projects (especially corporate-SME linkage projects). The G-BLCF is particularly concerned with supporting projects offering innovative (in the local context) business models. *[July 2004]*

GLOBAL: MMW4P (in Southern Africa) - Framework paper, DFID-COMMARK

Consultant with the Springfield Centre team appointed by the DFID-funded COMMARK Trust to research and draft this framework paper on making markets work for the poor in Southern Africa. COMMARK is

concerned with making commodity and service markets work for the poor in Southern Africa. Related to this is a broader output related to stakeholder influencing and communications. This paper was the first element of the COMMARK strategy to deliver against this output. Its purpose was to influence stakeholders' understanding of and strategic commitment to the objective of making markets work – and their respective role within this. *[December 2003 – July 2004]*

SERBIA: Review of the Sandzak Economic Development Agency (SEDA), SDC

Lead consultant of the review team assigned to conduct a detailed external review of the SDC funded and ILO implemented Sandzak Economic Development Agency project. The project was based in Novi Pazar, and included the neighbouring municipalities of Tutin and Sjenica. SEDA was designed on a business model that integrated Local Economic Development (LED) processes with SME Development (SED) through Business Development Services (BDS) stimulation. SEDA was established as an independent agency but within the national network of enterprise/economic development agencies. The challenge of the review was to evaluate the performance and progress of SEDA since inception in 2001, and to determine viable future options for embedding the operations and funding of the agency in a local Serbian context. *[March 2004 – April 2004]*

GLOBAL: Management of the Enterprise Development Innovation Fund, DFID

Lead Fund Manager for this £3mn global cost sharing grant programme supporting innovative action research projects investigating new approaches for the creation and promotion of micro and small scale enterprises. A total of 18 projects were supported by EDIF across almost 20 developing/emerging countries. These projects were categorised by theme, including BDS, microfinance, legal and regulatory environment, and fair/ethical trade. As lead manager, key tasks and responsibilities included designing the policy and operations of the Fund; marketing and launching the Fund in the UK and beyond; management of the bidding process, including technical appraisal of all concept notes, and full applications; contracting with successful applicants; technical and financial management of contracted projects; and dissemination and promotion of project outputs and 'learning'. EDIF concluded as an active programme at end March 2004. *[January 2002 – March 2004]*

KOSOVO: Review of the Kosovo-Swiss Dairy Project (KSDP), SDC

Project Director overseeing the evaluation of this project supporting the development of the dairy sub-sector in Kosovo. Following a detailed sub-sector analysis, the project has been concentrating its support efforts mainly on direct provision of emergency support to individual dairies. The purpose of the review mission was to determine if an extension is warranted and if so, to outline intervention approaches and options that an extended project should consider so as to contribute more to making the Kosovo dairy market work better and more sustainably for poor people. *[December 2003]*

KOSOVO: Micro-finance for Women and Socially Excluded Project, SDC

Design consultant for this project to stimulate commercial provision of microfinance to unserved and underserved Kosovan women and ethnic minorities. Following a detailed scoping mission it was decided to partner with the local FINCA MFI who had established a solid platform and were seeking to deepen their client base and poverty impact in Kosovo –through new targeting of poor women, and socially-economically excluded minorities. The project assisted FINCA in achieving their plans in this regard. The project consisted primarily of support through market research and new product design, tied equity funding, and a cost sharing guarantee scheme. *[October 2003 – November 2003]*

KOSOVO: Review and planning for Business Advisory Services Project, SDC

Team Leader, working with two other consultants, to deliver an external review assessing the relevance and impact of the project with regard to its stated objective. Based on recommendations from Phase 1, the team then undertook Phase 2 that involved preparation of a Project Document for SDC financing outlining a revised project design covering a remaining two year period through to December 2005. The

stated project objective was to contribute to the development of the SME sector in Kosovo through stimulating and promoting markets for Business Development Services. *[August 2003 - October 2003]*

EUROPEAN UNION: Analysis of the EU Receivables Finance Industry, EC DG23

Project Leader on an assignment for EC DG 23 (Enterprise Directorate) to investigate the depth, form and function of factoring/invoice discounting services across the EU. This assignment was undertaken for the Access to Finance Unit of DG23 and as such the primary focus was exploring issues related to the usefulness and usability of factoring for small businesses. Outputs included a set of EC Policy Recommendations for building knowledge across the small business sector and stimulating the increased take up of factoring services by smaller businesses. *[January 2002 – December 2002]*

UK/SOUTH AFRICA: Management of the UK-South Africa SME Partnership Programme, UK DTI

Lead Manager of this cross border joint venture matchmaking programme for SMEs. The programme achieved 31 defined business partnerships from November 2000 through to November 2001. Services included company diagnosis, advice and mentoring, regional events and communication, and organising and leading investment missions. Following impressive delivery of the programme, GLE was awarded a direct 12 month extension. *[November 2000–November 2001 (backstopping role through to November 2002)]*

UK/INDIA: Management of the Enterprise Initiative: India, UK DTI

Deputy Project Manager (UK Based) for this programme of targeted investment/trade promotion offered to UK SMEs. The package of support included technical training, company research, contact promotion, management of trade delegations, and managed provision of investment/export mentors. *[October 2000 – March 2002]*

SOUTH AFRICA: Review of Eastern Cape Development Corporation, ECDC

Consultant for this initial diagnostic exercise, and preparation of project design and terms of reference for a proposed new technical assistance support programme covering Business Finance, and Business and Trade Development service functions. *[February 2001 – April 2001]*

UK/JORDAN: Preparation of three Business Handbooks and Seminars, EC MEDA

Project Director for two related projects undertaken for the EC Business Service Team in Jordan. The first project involved the development, design and production of three Business Handbooks – Strategic Management and Business Planning; Websites for Maximum Impact; and Effective Marketing Strategies. Two four day modular seminar programmes were developed to support the handbook topics and were delivered to more than 200 SME owner/managers. *[December 2000 – March 2001]*

SOUTH AFRICA: Capacity building of Provincial Department of Economic Affairs, DFID

Resident Team Leader and Senior Adviser of the PMC supporting the implementation of the DFID sponsored Capacity Building Programme for the Department of Economic Affairs and Tourism (DEAT), Northern Cape Province, South Africa. The PMC had one other Adviser, and a Programme Administration Manager. The assignment involved the design, management and financing of a series of technical advisory, internal capacity building, and external delivery projects with a total contract value of circa £1,000,000. *[June 1999 - September 2000]*

SOUTH AFRICA: Capacity building of trade and investment functions, DFID

As PMC Team Leader for the above-mentioned DFID funded Capacity Building Programme for DEAT, performed a function as Special Adviser to the Director of the Trade, Investment and Tourism Directorate within DEAT. Specific projects and technical support included: design and evaluation of a provincial trade and investment strategy; preparation of detailed provincial export trade statistics; and preparation of three pilot community-based tourism projects, including the design of marketing and

business plans, and the design and printing of targeted promotional materials. *[June 1999 - September 2000]*

SOUTH AFRICA: Capacity building of Business Support Agencies, DFID

As PMC Team Leader for the above-mentioned DFID funded Capacity Building Programme for DEAT, led the technical management for the SMME Business Support Agencies programme within DEAT. With previous support from this DFID project, DEAT had established four Local SMME Business Services Centres (LBSCs); two sectoral development agencies for fishing/mariculture (FAMDA) and tourism, and a Business Incubator Centre (K-BIC). Under this phase of the project, all agencies received further capacity building support. Specific initiatives undertaken included: institutional needs analysis of LBSCs; operational support for the Kimberley Incubator (K-BIC); organisational development of FAMDA; training and study tours for Centre Directors and Managers. *[June 1999 - September 2000]*

SOUTH AFRICA: Regional economic planning and research, DFID

As PMC Team Leader for the above-mentioned DFID funded Capacity Building Programme for DEAT, led the technical management for the Economic Planning and Research programme within DEAT. Oversaw the planning, management and provision of technical advisory inputs on various investment initiatives including: fishing and mariculture sector research (sectoral feasibility research); fishing and mariculture business investment projects; and export diversification projects (identification of sub-sectoral initiatives to build on existing production, and for export diversification possibilities). *[June 1999 - September 2000]*

MALAWI: Inception mission for the Private Sector Development Programme, EC DG8

Senior Consultant for the inception mission for the EC Private Sector Development Programme in Malawi. The programme involved the design and management of a EURO 600,000 SME Cost Sharing Intervention Fund, and targeted technical assistance support for the Ministry of Industry and Commerce, Ministry of Tourism, Parks and Wildlife, and the Malawi Tourism Authority. The inception mission involved brokering and shaping a targeted framework for more exact support requirements, and particularly definition of the scope and operations of the Fund. *[April 2000]*

ZIMBABWE: Evaluation of the ADEPT SME Cost Sharing Grant Programme, DFID

Senior Expert providing internal evaluation and technical advice support to the consulting field team managing the DFID/World Bank Assistance to Developing Enterprises Project (ADEPT). The project aimed at strengthening the Ministry of Industry and various business support institutions, in particular those supporting emerging SMME export businesses (Zimtrade). The programme involved cost sharing grant schemes for sub-sectoral business associations, exporting businesses, and a B2B matchmaking scheme for the latter. *[May 1999 - June 1999]*

UKRAINE: Review and proposal for SME Deregulation Programme, DFID

Proposal research and lead author, including designing the methodology and approach for the DFID financed Assistance to the State Committee for Developing Enterprises. The basis of the programme was the design and implementation of a package of support to speed up the process of business deregulation. Undertook a short fact finding mission to Kiev to support proposal preparation. The proposal was ranked joint technically best. *[March 1999 - March 1999]*

CURACAO: Review and proposal for Small Enterprise Stimulation Programme, EC DG8

Lead technical author for Maxwell Stamp PLC of a proposal including designing the methodology and approach for the EC Financed Small Enterprise Stimulation Programme in the Netherlands Antilles. The basis of the programme was the design, establishment and provision of management and training support for Small Enterprise Advisory Units on each of the five islands of the Antilles. Undertook a two

week fact finding mission to Curacao to support proposal preparation. The proposal was ranked technically best. *[November 1998 - November 1998]*

GHANA: Micro-Insurance and Social Security Provision for the Poor, World Bank

Project Manager and Senior Consultant on a World Bank funded assignment for the Social Security and National Insurance Trust, Ghana. Contracted and managed an international team of five consultants, and over one hundred Ghanaian consultants and interviewers. The purpose of the project was to assess, design and market new long term savings and insurance products to informal sector businesses and the self-employed. This 18 month project included a national household survey (over 1700 households) profiling the self-employed and informal business sector in Ghana. Full actuarial assessments were conducted in 'shaping' products. The project also had organisational and public marketing components. *[March 1997 to August 1998]*

THE BAHAMAS: Investment promotion for the aloe industry, BAIC

As follow up to an earlier project, undertook an international joint venture promotion exercise for generating investment interest in the Aloe Vera sector. Successfully managed the joint venture process to the point of receiving a letter of commitment from a major US Aloe Vera producer to invest over \$250,000 into a joint venture operation with Bahamian farmers and investors. The initiative agreed also met the regional employment creation objective of the Government through engaging in value added manufacture of final secondary products for export, and operating a contracted outgrowing scheme for farmers from across the Family Islands. *[August 1997 - November 1997]*

THE BAHAMAS: Regional Enterprise Development Programme, IADB

Project Manager and Senior Consultant on this high profile Government of Bahamas sponsored regional enterprise development and employment creation initiative for the Family Islands. Working with the Bahamas Agricultural and Industrial Corporation (BAIC) several income and employment generating project investment profiles were developed and prioritised. Specifically, prepared three full techno-economic and financial feasibility studies to develop new industries in aloe vera, cascarilla (essential oils), and goat farming and related abattoirs. Undertook the economic and financial analysis for aloe vera and cascarilla components and advised on the preparation of business plans for the viable opportunities. *[January 1997 - March 1997]*

BARBADOS: Financial regulation and supervision review, IADB

Financial Economist and Project Manager for this IADB funded project on Financial Regulation and Supervision of Banks and Non-Bank Financial Institutions in Barbados. The project spanned the following sectors: off-shore banking, off-shore insurance, credit unions and cooperatives, commercial and investment banking, securities markets, and leasing and venture capital. Specifically responsible for analysis of the leasing, venture capital and cooperatives sectors, and managed a team of five senior international consultants to appraise the other sectors. A full evaluation was undertaken into the existing organisational and technical effectiveness of regulation and supervision. A new plan was prepared detailing the moulding of existing separate functions into one central regulatory body. *[November 1996 - January 1997]*

KENYA: Evaluation of the EC STABEX Programme, EC DG8

Project Manager and Consultant evaluating the EC Stabex Support to Kenya. The project evaluated programmed initiatives and policy in the following sectors: fertiliser, wildlife service, rural roads, rural electrification, coffee and tea, and general exporter initiatives. An operational plan was prepared for the future absorption of over US\$120 million fund, and suitable organisational and procedural support. The report was well received and has been used as a 'working paper' by those concerned. *[September 1996 - November 1996]*

MIDDLE EAST: Regional Inward Investment Policy and Promotion, EC DG1

Economist on a joint UK ODA/EC funded project on Constraints to Inward Investment to the Mediterranean Region (Jordan, Tunisia, Morocco and Egypt). Specifically responsible for field work undertaken in Jordan, Greece and Turkey. Full quantitative analysis was undertaken to identify the effects of policy on business performance and to identify potential investment opportunities based on comparative export similarity. Investment and Business guides were prepared. *[August 1996 - September 1996]*

LITHUANIA: Review of privatisation of National Agricultural Bank, EC PHARE

Undertook a project research mission to Lithuania on behalf of Maxwell Stamp PLC in connection with an EU funded assignment to privatise the national Agricultural Bank. Held a series of project discussion group meetings with the Minister of Finance, other government officials, and directors of the Bank. The research work included an accounting and performance review of the Bank, a review of the past privatisation initiatives, and the rules and governing laws for privatisation in Lithuania. Additionally, evaluated the attempted privatisation of the national savings bank. *[May 1996]*

UGANDA: Fertiliser Investment Feasibility Study, Standard Bank/UDC

Senior Market Analyst and Project Manager on a Regional Phosphate Fertiliser Market and Marketing project for the Uganda Development Corporation (UDC) and Standard Bank (London). Reviewed market potential for establishing a phosphate fertiliser manufacturing plant in the Tororo region of Uganda. The work involved key field research in the primary markets of Uganda, Kenya and Tanzania. A detailed marketing plan and economic and financial business appraisal was prepared. *[August 1995 - October 1995]*

MALAWI: Export and investment opportunities, AfDB

Economist on a large team, under African Development Bank funding for the Government of Malawi, to identify export and investment opportunities. The work spanned most aspects of the comparative advantage studies under current policy conditions and simulations of possible alternative policy scenarios using GINSIM and factor linkage modelling. Assisted in the economic and financial analysis required for preparation of over 25 investment project profiles. *[February 1994 - April 1994]*

Training Programmes and Others

UK / THAILAND: Training Programme on “Making Markets Work for the Poor”, 2005 - present

Faculty presenter on The Springfield Centre’s world renowned training programme on market development. Delivering a four-half day elective on “Evolving roles of the state in enabling market development”.

DUBAI: Training programme on “Managing and Measuring for Better Results in Market Development Programmes”, 2011

Core trainer on this five day residential programme held in Dubai, UAE. One of three core trainers delivering the course to more than 60 participants from a range of development agencies and programmes.

SWEDEN: Technical In-House M4P Training, Sida, October 2010

Lead Co-Trainer on this bespoke 2.5 days internal training course for professional Sida Advisers (various disciplines) and Sida partners on the M4P approach. The course was attended by around 25 participants.

UK: Technical In-House M4P Training, DFID, April 2010 – May 2010

Lead Co-Trainer with two colleagues on this bespoke three-day internal training course for professional DFID Advisers (various disciplines) on the M4P approach. The course was attended by around 25 participants.

KENYA: Training programme on “Making Markets Work for Enterprise in Africa”, 2009 & 2010

Core trainer on this five day residential programme held in Mombasa, Kenya. One of three core trainers delivering the course to more than 60 participants from a range of development agencies and programmes.

SWEDEN: One day orientation programme on M4P for Sida staff, 2008

Trainer for this orientation programme to Sida staff on M4P and its relevance to their work. Delivered in September 2008 to more than 20 staff in Stockholm.

UK: Training Programme on “BDS Market Development”, 2002

Faculty presenter on the Springfield Centre’s BDS Market Development course. Ran a repeat elective seminar on ‘Supply chain linkage programmes: a corporate perspective’.

UK: Promotional Lectures for the UK-South Africa SME Partnership Programme, DTI

As Lead Manager for the UK-South Africa SME Partnership Programme organised and presented the ‘offer’, and investment opportunities generally for UK small businesses in South Africa. Lectured at a large number of events across England and Wales organised in partnership with the DTI, Wales Trade International, South African High Commission, Business Links and various regional Chambers of Commerce.

Selected Publications

“NASSBER: securing economic opportunity”; ENABLE / The Springfield Centre. Author of this impact focused case study profiling the work of the DFID funded ENABLE programme in working with the Nigerian Legislature through a multi-stakeholder approach to see improved business legislation (non-oil and gas sectors). *[December 2017]*

“The Growth of M-Shwari in Kenya – A Market Development Story: Going digital and getting to scale with banking services”; FSD Africa, The Art of Financial Market Facilitation. Author of this detailed case study exploring the role of FSD Kenya in facilitating the market for digital finance in Kenya. *[November 2016]*

“Formalising Informality: Savings Groups, Community Finance and the Role of FSD Kenya”; FSD Africa, The Art of Financial Market Facilitation. Author of this detailed case study exploring the role of FSD Kenya in facilitating the market for informal savings groups in Kenya. *[September 2016]*

“Briefing Paper: Adopt-Adapt-Expand-Respond: a framework for managing and measuring systemic change processes”. Co-Author of this internal working paper prepared to take stock of Springfield’s work to date on this issue, and as an input to the DCED Guidelines on Systemic Change *[March 2014]*

“A market systems approach to public-private dialogue and business environment reform”. Co-author of this case study highlighting the experience of the DFID funded “ENABLE” programme implemented by Adam Smith International in Nigeria *[July 2011]*

“The role and impact of radio in reforming the rural business environment in Africa: A study of private FM radio in Uganda”. Co-author of this research paper which was published by SDC and presented at the Donor Committee for Enterprise Development regional conference on Business Environment Reform, Accra *[November 2007]*

“Understanding embedded business services”. Published in Rural Development News, a Journal of Agridea / SDC, Switzerland [February 2006]

“Employment, income and the MDGs: critical linkages and guiding actions”. Author of this paper for SDC, published as a Briefing Paper [January 2006]

“Making business service markets work for the poor in rural areas: a review of experience”. Co-author of this paper for DFID [June 2004]

“Making markets work for the poor: as a core objective for governments and development agencies”. Co-author of this Foundation paper on MMW4P funded by the DFID ComMark programme in Southern Africa [February 2004]

“Comparative analysis of the European factoring industry and its relevance to SMEs”. Analysis of European factoring markets with specific reference to the relevance of factoring to SMEs, and the accessibility of factoring by SMEs, Access to Finance Unit, EC DG Enterprise [June 2003]

Previous Work History

Managing Consultant, Greater London Enterprise, London, UK

GLE is a leading commercially driven enterprise and economic development company. Held prime responsibility for managing, developing and delivering GLE International’s development consulting business. Additionally, supported a wide range of GLE’s core ‘London’ based economic and social inclusion activities focusing on enterprise, employability and education.

Lead Adviser, Department of Economic Affairs and Tourism, Northern Cape Province, South Africa

Lead Adviser running a Programme Management Unit to deliver a large programme of technical assistance and training, through DFID funding, to the Provincial Department of Economic Affairs and Tourism.

Senior Consultant, Maxwell Stamp PLC, London, UK

Maxwell Stamp PLC is an independent firm specialising in the provision of world class economics and related consulting services to public and private sector organisations in developing countries and transitional economies. Joined as a research economist, then consultant within the Finance and Privatisation Group, and finally Senior Consultant within the Small Enterprise Development Group. Worked in circa 15 countries, on different continents, for many of the main bilateral and multilateral donor agencies.