

## Curriculum Vitae: Sarah Barlow

Sarah has over twenty five years' experience in private sector development in a broad range of roles: working for a donor, an NGO, as a Project Team Leader, and as a consultant, She has proven ability to design, implement and review rural and urban programmes following a market systems approach, with experience in Africa, Asia, the Caribbean, and the Pacific. Sarah is one of the core trainers for the Springfield Centre's flagship Making Markets Work training course.

### Personal Details

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Nationality: British  
Qualifications: MSc Development Studies, University of Bath, UK, 1995-1996  
(sponsored by DFID)  
BA (Hons) Business Studies, Polytechnic of the South Bank, UK  
Language Skills: English (mother tongue), French (basic)  
Accreditation: Member of the UK's Chartered Institute of Marketing (lapsed)

### Current Position

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*Associate Director* of The Springfield Centre for Business in Development Ltd, UK (currently based in Washington DC, USA). The Springfield Centre focuses on pro-poor market development and the market systems approach. 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 reviews).

### Career History

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2011 - present	Associate Director, The Springfield Centre for Business in Development Ltd, currently based in Washington DC.
2008 - 2011	Consultant (independent, but working primarily with The Springfield Centre)
2006 - 2008	Team Leader, BEST-AC (a private sector advocacy programme), Tanzania
2002 - 2006	Consultant (independent and also with JE Austin Associates, USA)
1999 - 2002	Private Sector Development Advisor, DFID Caribbean
1996 - 1999	Private Sector Development Advisor, DFID Uganda
1993 - 1995	Business Advisor, Women in Business, Lesotho
1987 - 1993	Campaign Manager, British Telecom, London UK

### Relevant Experience (selected consultancy assignments)

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#### **TANZANIA: Mentor to the Sector Lead for Child Care Services during the design and inception phase of the DFID funded Dar Urban Jobs programme**

Providing support and advice during the diagnostic process and the development of an opening portfolio of pilot interventions and research activities in the childcare services sector. *[Jan 2019-now, with three in-country visits]*

**BANGKOK: Member of the core training cadre for the Springfield Centre two week training programme, Making Markets Work for the Poor**

One of three trainers running the core skills sessions which run throughout the course. The sessions cover the strategy behind, and important frameworks and processes involved in, designing and implementing market systems development programmes. *[April/May 2018; November 2018; April/May 2019]*

**THE PACIFIC: Short term technical support to the PHAMA Plus project during inception**

Member of a two-person team supporting the inception of PHAMA plus as it transitions to a market systems development approach. Took part in workshops with key stakeholders in several countries, as well as providing support to the internal PHAMA plus team. *[October/November 2018]*

**ETHIOPIA: Member of the annual review team for LIFT, a DFID funded land reform programme**

Member of a three-person team conducting an annual review of LIFT; my focus was on the Economic Empowerment Component *[Oct 2018]*

**WASHINGTON DC: Short term technical support to the Endline Evaluation of DEEPEN, Lagos.**

Provided market systems development technical support to the evaluation process being managed by EDOREN. *[March-June 2018]*

**ETHIOPIA: Contributed to and supported the Li-WAY design process**

Part of a Springfield Centre team working with and supporting the LI-WAY team to design a new urban development programme for Addis, taking a market systems approach and supported by Sida. *[Jan 2018]*

**TANZANIA: Annual review of the DFID and Gatsby Africa funded Forestry Development Trust (FDT)**

Undertook an annual review of FDT on behalf of DFID, working along-side a team from Gatsby Africa, testing the new Gatsby review process that I had helped develop *[Oct/Nov 2017]*

**ETHIOPIA: Member of the midterm review team for LIFT, a DFID funded land reform programme**

Member of a four-person team conducting a combined midterm and annual review of LIFT; my focus was on the Economic Empowerment Component *[Sept/Oct 2017]*

**BANGKOK: Member of training cadre for the Springfield Centre training programme, Making Markets Work**

Working with a colleague I ran a session on the diagnostic process – using real examples to bring the theory to life. *[June 2015; November 2015; April 2016; November 2016; April 2017]*

**WASHINGTON DC: Developed a new programme review process for Gatsby Africa**

In collaboration with Gatsby Africa, developed a new internal programme review process *[July/August 2017]*

**TANZANIA: Support to DFID Tanzania's Theory of Change week**

Member of three-person team providing support to develop internal DFIDT capacity to develop Programme level Theories of Change (ToCs), improve programme management, and to refine existing ToCs and logframes in selected Growth programmes. *[April/May 2017]*

**KENYA: Team Leader for a 'deep dive' assessment of Kenya Market Trust's work in two sectors, Inputs and Seeds**

I led a two-person team taking a collaborative approach to a deep dive into these two sectors, one of which is managed by KMT, and the other is managed by a co-facilitator. We worked closely with the

two teams to assess current strategic frameworks for each sector, including theories of change, market system analysis, and implementation approaches. Opportunities to reform strategy and approach were identified. *[February/March 2017]*

**ETHIOPIA: Member of the annual review team for LIFT, a DFID funded land reform programme**

Member of a three-person team conducting an annual review of LIFT; my focus was on the Economic Empowerment Component *[January 2017]*

**NIGERIA: Team Leader of the midterm review team for DEEPEN, a DFID funded private education programme in Lagos, The Springfield Centre**

I led a three-person team responsible for the midterm review of the DEEPEN project in 2015 and the annual review in 2016, and was a member of the annual review team in 2014

**TANZANIA: Technical support for the Cotton Sector Development Programme, The Springfield Centre**

Working with the farmer support services team I provided technical support to help the team review progress and develop options for the way forward for this component. *[March/April 2016 and a follow-up in August 2016]*

**KENYA: Member of midterm review team for the Financial Sector Deepening Trust Kenya, The Springfield Centre**

Member of a three-person team conducting a largely desk based midterm review of FSDK *[March 2016]*

**TANZANIA: Lead consultant for annual review of the DFID funded Cotton Sector Development Programme, The Springfield Centre**

I led the annual reviews of the CSDP in 2014 and 2015, making recommendations for improving impact and sustainability. *[October 2014 and November/December 2015]*

**WASHINGTON DC: Presenter at the Making Cents 2015 Global Youth Economic Opportunities Summit.**

A colleague and I presented a session on delivering scale and sustainability in economic development programmes: "Why Enterprise Development Alone Will Never Deliver Scale or Sustainability. It's All About the System, Stupid" *[October 2015]*

**TANZANIA: Team Leader for scoping a potential DFID funded urban market development programme in Dar es Salaam, The Springfield Centre**

I led a team of five consultants scoping the potential in six different market systems for a market development programme. *[April/May 2015]*

**KENYA: Member of review team for the Kenya Markets Trust, The Springfield Centre**

I was a member of the strategy and portfolio review team and had particular responsibility for assessing KMT's work in the Water and Agriculture Inputs markets. *[July 2014]*

**LAOS: Member of feasibility study team for an SDC funded new market development programme, The Springfield Centre**

We undertook a feasibility assessment of two of the markets selected for this programme: organic vegetables and handicrafts. *[February 2014 – March 2014]*

**NIGERIA: Member of core design team for a DFID Private Education programme in Lagos, The Springfield Centre**

This is a new and innovative programme, taking an M4P approach in the private education sector. The programme works to improve learning outcomes by developing the private education market in Lagos, as a whole. The DFID business case was approved in August 2013 *[January 2013 – July 2013]*.

**NIGERIA: DFID Propcom Mai-karfi Design Team Leader, The Springfield Centre**

Propcom Mai-karfi is a DFID-funded M4P programme focused on Northern Nigeria. I led the design of the programme's opening portfolio of interventions in rural markets, including an assessment of several market systems. I led the process of drafting the DFID business case, which was approved in March 2013. *[February 2012 – December 2012]*

**NIGERIA: Strategic advisor to ENABLE, The Springfield Centre**

Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE) is a DFID-funded private sector advocacy project. ENABLE is taking an M4P approach. I provided on-going support to the research and government components. I also supported an internal strategic review process. *[2011 – 2012]*

**NIGERIA: Team Leader, inception review of the business environment reform component of the Growth and Employment in States (GEMS 3) programme, DFID**

I was responsible for an inception review of the business environment component of GEMS, using an M4P approach. *[June-July 2011]*

**NIGERIA: Team leader, inception review, two components of the Growth and Employment in States (GEMS) programme, DFID**

I was responsible for an inception review of the Meat and Leather component of the GEMS programme and for the inception review of GEMS' Construction sector component. *[December 2010 – January 2011]*

**BANGLADESH: Mid-term review of Katalyst, DFID**

I was a member of a five-person team responsible for undertaking a mid-term review of Katalyst in Bangladesh. *[October-November 2010]*

**NIGERIA: DFID Nigeria Growth Team Leader, The Springfield Centre**

For almost five months I took on the role of Growth Team Leader within DFID Nigeria to fill a staff gap. The work involved managing and supporting a team of economists, private sector development specialists and administrative staff to effectively manage, review and develop a diverse economic growth programme. I was also actively involved in the DFID Nigeria Management Team. *[January 2010 – May 2010]*

**VARIOUS COUNTRIES IN ASIA AND PACIFIC: Team member, Enterprise Challenge Fund review panel, AusAID for The Springfield Centre**

I was part of a three-person team, responsible for a progress review of AusAID's Enterprise Challenge Fund. The Enterprise Challenge Fund covers nine countries in the Pacific and Asia. *[September – October 2009]*

**BANGLADESH: Acting DFID Private Sector Advisor (Part-time), DFID**

I filled a short-term staffing gap at DFID. Worked on a variety of projects covering financial services, rural livelihoods, enabling environment and market development issues. Involved in project design, management, and monitoring activities. Five visits during this period to Bangladesh, for a total of 14 weeks and provided 3 weeks of support from home. *[June 2005 – January 2006]*