

Curriculum Vitae: Rob Hitchins

Rob Hitchins has extensive experience in pro-poor private sector and market systems development across the world. He advises numerous organisations on strategy and implementation of inclusive growth, sector development, and regulatory reform initiatives, and on increasing private sector engagement in social sectors, e.g. health, education and water. Recent work includes: design and evaluation of rural economic development, business and financial services, business linkage and sector development programmes; advice to technical assistance programmes to improve government policy and regulation; research examining the development of markets for business services in rural areas and the role of government in service markets; and support to a variety of agencies to develop strategies for their country and technical portfolios. Rob leads the Springfield Centre's knowledge and training activities and is experienced in M&E and research. An economist, Rob worked for the accountancy firm KPMG, before setting up his own tourism business in Indonesia.

Personal Details

Nationality: British
Qualifications: Microfinance Training Programme, Economics Institute, University of Colorado, Boulder, USA, 1999
B.Sc (Hons) 2.1, Economics, University of Hull, 1991
Language Skills: English (mother tongue), Indonesian (fluent), French (basic)

Current Position

Director, The Springfield Centre for Business in Development Ltd, UK. The Springfield Centre specialises in market development in low and middle-income economies. The Centre's ethos is that successful, inclusive economic development must be systemic in nature and shaped by a stronger market orientation. Specific areas of expertise include business and financial services, enabling environment, sector promotion and SME development. The Centre's main types of activities are:

- Training: both in the UK and abroad;
- Consultancy: specific assignments (e.g. project evaluations) undertaken at the request of clients;
- Development projects: medium/long-term partnerships with particular organisations;
- Research: which provides the intellectual basis for our consulting and training work.

CAREER HISTORY

1997 – present Director, The Springfield Centre, Durham, UK
1997 Staff Consultant, Asian Development Bank, Manila, Philippines
1994-1996 Enterprise Development Consultant, Indonesia
1993-1996 Owner/Manager, a specialist adventure/ecotourism business, Indonesia
1992-1993 KPMG, Plymouth, UK

Relevant Experience

ASIA-PACIFIC: Senior Adviser, Market Development Facility, DFAT

Market Development Facility (MDF) is a multi-country initiative MDF is funded by the Australian Department of Foreign Affairs (DFAT) and implemented by Palladium in partnership with Swisscontact. MDF works with the private sector, business associations and governments in the Asia-Pacific region to help farmers, small enterprises and workers become more competitive and generate earn income. It works in a variety of sectors in Pakistan, Sri Lanka, Timor-Leste, Papua New Guinea and Fiji. The Senior

Advisor is responsible for developing and refining frameworks for assessing portfolio quality, building and maintaining technical capacity of the team; advising the Team Leader on programme strategy and performance; supporting the Results Management team; and providing technical input and quality assurance for MDF written products. *[2018 – present]*

INDONESIA: Adviser to Swisscontact's Sustainable Cocoa Production Programme (SCPP)

Supporting a re-orientation of Swisscontact's Seco-funded flagship sector development initiative, so that it helps build the private sector's ability to support cocoa farmers in their supply chain, and therefore ensure the sustainability of farmer support. This includes testing innovations in supply chain management practices and adapting tools such as Social Network Analysis, to make support to farmers more targeted and tailored, and consequently more effective and efficient. *[Oct 2018 – present]*

GLOBAL: Adviser to funder guidelines on market development, CGAP

An adviser to CGAP's work on improving monitoring and evaluation practices for financial inclusion initiatives using a market development approach. Inputs included contributing to a workshop for CGAP staff and consultants on measurement good practices and providing advisory support to the preparation of new funder guidelines on monitoring and evaluation. *[2015 – present]*

E AFRICA: Strategic adviser, the Gatsby Charitable Foundation

Established by David Sainsbury (of the UK retail giant) as an endowed grant-making trust in 1967, with approximately £1bn to distribute to charitable causes, a key focus of GCF is economic development in Africa. GCF aims to be more than a funder, acting as an enabler for collaborative projects, and designing and delivering its own initiatives. Leader of Springfield Centre's support to GCF, which comprises advising on overall strategy development, technical advice to individual country-level initiatives, and helping to strengthen monitoring, results measurement and learning practices across the organisation. *[2013 – present]*

E AFRICA: Adviser for development of training programme on financial inclusion, Financial Sector Deepening Africa

FSDA is a financial sector deepening trust (FSD) whose core purpose is to support initiatives to expand access to financial services for the poor. An adviser to support FSDA design and deliver an M4P training course that is intended to help build the capacity of FSD staff to enable them to implement their work more effectively and thereby achieve greater impact, as well inform the design of other knowledge sharing and skills development activities. *[2014 – present]*

GLOBAL: Adviser to funder guidelines on market development, CGAP

An adviser to CGAP's work on advancing the role of donors and DFIs in using a market development approach in their future support for advancing financial inclusion. Inputs included training key CGAP staff and consultants on market development and facilitation, and providing advisory support to the preparation of new funder guidelines on best practices in market development. *[2014 – present]*

ASIA-PACIFIC REGION: Expert Panel on Rural Enterprise Development, DFAT

A member of the Advisory Panel established by DFAT to support its work in Rural Enterprise Development. The Panel provides high-level strategic advice on demand to DFAT's technical units on rural enterprise issues. It also serves as a rapid contracting mechanism for Panellists to work more operationally in support of DFAT's field programmes. Inter alia, this has included a large-scale thematic review of DFAT's rural development portfolio in the region and guidance on the challenges the agency faces in scaling up its programming (in response to substantial ODA budget increases). *[2013 – 2016]*

INDONESIA: Strategic Review Panel, AIPD-Rural, DFAT

Australia's Department of Foreign Affairs and Trade (DFAT) has commissioned the Australian-Indonesian Programme for Decentralisation-Rural (AIPD-Rural) to promote economic development in eastern Indonesia. The programme's first five-year phase has a budget of AUD112m. AIPD-Rural comprises one main component focusing on agricultural market development, supported by several ancillary components focusing on irrigation, agricultural innovation and government's promotion of local economic development. Leader of a Strategic Review Panel which monitors overall portfolio balance and performance and advises the programme's funders and management on strategic direction. This has included a strategic review of the Partnership for Indonesia Sustainable Agriculture (PISAgro), a public-private initiative involving twenty-four large companies and public organisations, which aims to help the Indonesian government address national food security by increasing agricultural production and improving the livelihoods of smallholder farmers. *[2013 – present]*

KENYA: Adviser, Market Assistance Programme, DFID

DFID's Market Assistance Programme focuses on stimulating systemic change in several rural markets, including dairy, livestock, agricultural inputs and also non-urban water supply. MAP is implemented through a Kenyan organisation, the Kenya Markets Trust, with the intention of building long term implementation and advocacy capacity in the region. Responsible for advising MAP/KMT's management and board, and supervising a range of Springfield technical inputs to the programme. *[2012 - present]*

NIGERIA: Technical Director, Propcom Mai-karfi, DFID

DFID's Propcom Mai-karfi programme is a GBP25m market development initiative with a mandate to work in a variety of market systems (agricultural and non-agricultural value chains, trade and services – including 'basic' services) to stimulate change which will benefit at least 500,000 poor people, with a particular focus on women. As Technical Director, responsible for establishing overall programme strategy and approach, staff and partner capacity development, technical guidance, monitoring, results measurement and learning. *[2011 – 2013]*

BANGLADESH: Support to Katalyst, DFID/SDC/CIDA/Netherlands

After a series of one-off assignments over many years, Katalyst engaged the Springfield Centre to provide strategic support to management for the remainder of its second phase. Support entailed periodic reviews of Katalyst's portfolio of sectors and interventions, advice to management and staff capacity building. A critical element of support was the assessment of Katalyst's performance, information gathering and the preparation of case studies for learning and communication purposes. *[2010 – 2013]*

NIGERIA: Development of monitoring and evaluation (M&E) system for ENABLE, DFID

Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE) is an innovative DFID-funded initiative to improve the quality of private sector advocacy. The ENABLE programme comprises of four components, focused on business membership organisations, the media, public-private dialogue and research and information service providers. The Springfield Centre is assisting ENABLE to develop a strategic framework and operational procedures for M&E across the entire programme, consistent with the Donor Committee for Enterprise's Standard for Results Measurement. *[2008 – 2013]*

NIGERIA: Strategic review and advice, PrOpCom, DFID

The Promoting Pro-Poor Opportunities through Commodity and Service Markets (PrOpCom) programme is one of a series of DFID-supported Making Markets Work for the Poor (M4P) programmes in Africa and Asia. It was recognised that PrOpCom's initial phases were not on track to achieve objectives; consequently DFID conducted an output-to-purpose review (OPR) of the programme. A further review was then commissioned to assess the findings and recommendations of DFID's OPR, in order to assist PrOpCom to prepare a proposal for a full implementation phase. The review endorsed

the main findings of the OPR but adjusted the recommendations so that they better reflected: (a) recent international experience in M4P and (b) the reality of PrOpCom's capacity and situation. Further advice has been provided to assist PrOpCom to consolidate its overall strategy, review its portfolio of interventions, strengthen staff and stakeholder capacity development and improve its monitoring and evaluation. [2008 - 2013]

CAMBODIA: Team Leader, Mid Term Review, CAVAC, AusAID (DFAT)

AusAID's Cambodia Agricultural Value Chain programme is a five-year, AUD42m initiative, which aims to accelerate growth in the value of agricultural production and smallholder incomes, through improved productivity of rice-based farming systems. CAVAC focuses on irrigation, input supply, agricultural research and extension, and policy. The Springfield Centre led a multi-person team, which concluded that CAVAC's approach was innovative in the Cambodian context, was founded on robust analysis and results measurement, and that the programme was on track to achieve significant impact. Recommendations related to programme oversight, relations with government, and portfolio management and measurement. [2012]

BANGLADESH: Review of results measurement framework, Katalyst, DFID/SDC/CIDA/Netherlands

The multi-donor funded Katalyst programme has long been regarded as at the forefront of results measurement in the field of private sector development. At the beginning of Katalyst's second phase, a review of its approach to measuring results was commissioned. This internal review assessed the set up and operation of the current system and appraised the management team's proposals for revisions, with reference to the Donor Committee for Enterprise Development's results measurement standard. Recommendations were made for updating and improving the current system, strengthening the way in which it is managed and building the capacity of staff to use it effectively. [2009 - 2012]

NIGERIA: Strategic review and advice, PrOpCom, DFID

DFID commissioned a review of its Promoting Pro-Poor Opportunities through Commodity and Service Markets (PrOpCom) programme in order to determine whether its funding should be extended. The review found that PrOpCom had significantly improved its performance after a problematic design and inception phase and was now on track to achieve its objectives, but did not recommend a costed extension. Instead it was recommended that DFID should commission a new pro-poor agricultural market development programme, which would build on emerging potential identified by PrOpCom but also reflect critical lessons learnt by DFID, relating to the design, commissioning and oversight of market development programmes. [2010]

INDONESIA: Strategic Review of the Smallholder Agriculture Development Initiative (SADI), AusAID

SADI is an AUD38m programme of the governments of Indonesia and Australia which aims to integrate marginalised farmers into mainstream agricultural markets. It comprises components focused on village-level organisation, sector development and improved agricultural research and is implemented by the Ministry of Home Affairs and the World Bank, the International Finance Corporation (IFC) and the Australian Centre for International Agricultural Research (ACIAR). As team leader of a high profile review, a substantial reorientation was recommended, which emphasised a more coherent and systemic approach to strengthen institutions for regional economic development in the programme's target locations. The review formed the basis for the design of a second phase of the programme. [2010]

NIGERIA: Strategy development for Partnership in Niger Delta (PIND), Chevron

Chevron has established an autonomous foundation to promote sustainable economic development in the Niger Delta, with initial funding of USD50m over 10 years. Springfield trained key personnel and provided support to develop the foundation's strategy and initial focus of operations, and had a strategic and technical advisory role, including monitoring and evaluation and knowledge management. [2010-2011]

KENYA: Supporting strategic reorientation of Kenya Gatsby Trust (KGT)

KGT is an independent trust with a long-standing focus on SME development in Kenya. KGT developed a new strategy based on the Making Markets Work for the Poor approach – with an emphasis on stimulating systemic change in key sectors which are important for the poor – in order to improve the scale, sustainability and impact of its interventions. The Springfield Centre was commissioned to review and revise the new strategy and support its implementation. Key inputs included staff capacity building, guiding the process of sector selection and analysis and development of intervention strategies and the establishing of key operational documentation. [2009 – 2010]

BANGLADESH: Advice on business environment reform activities of the KATALYST Project, DFID/SDC/Sida/CIDA

KATALYST is a large private sector development project which seeks to stimulate pro-poor growth by developing sector and service markets across the country. One component of the project focuses on improving the business environment. KATALYST's existing (nascent) activities were reviewed and support provided to the project team to develop an approach to promoting business environment reform which was consistent with KATALYST's overarching ethos and its other areas of intervention in sectors and services markets. Specifically, this entailed assisting the project to apply a "making markets work for the poor" approach to business environment reform. [2007 - 2010]

SRI LANKA: Strategic review of the Enter-Growth Project, ILO / Sida

This Sida-funded/ILO-implemented project aims to generate pro-poor economic growth through an integrated approach to MSE development, combining in particular LED and value chain methodologies. The review assessed the effectiveness of the project strategy in terms of its outputs, purpose and goal and found that whilst the project's preliminary activities were showing signs of promise, greater strategic clarity and coherence was needed if the project was to achieve its objectives. The review assisted the project team to piece together a diversity of activities, methodologies, stakeholders and intervention levels to develop conceptual clarity, more focused intervention strategies and a tighter approach to M&E. [2009]

KENYA: Design of Making Markets Work for the Poor Programme, DFID

DFID and other development partners intended to develop a major programme to promote pro-poor market development. The Springfield Centre led initial scoping, complicated stakeholder negotiations and the design of a flexible £7m programme, initially focusing on the cotton, water and rural distribution sectors, but which will expand to incorporate a broad portfolio of sectors over its 5-10 year time frame. [2009]

BANGLADESH: Adviser to management team for expansion of the KATALYST Project, DFID/SDC/Sida/CIDA

KATALYST is a large private sector development project which seeks to stimulate pro-poor growth by developing sector and service markets across the country. In response to its initial success, KATALYST's funders wished to expand the project's scope and scale. The task of the external adviser was to assist the management team to assess the feasibility of expansion, identify the interests of key stakeholders and prepare proposals to the funders. After a highly complex and protracted process, reflecting the multi-party funding and implementation structure, a new phase was approved. KATALYST currently works in over 30 different markets across the country. [2008]

GLOBAL: Documentation of the Making Markets Work for the Poor Approach, DFID/SDC

Over recent years a number of development organisations have begun to incorporate a Making Markets Work for the Poor (M4P) or market development approach into their policies and programmes. However the approach has never been comprehensively documented and consequently "what M4P is"

has remained elusive. DFID and SDC jointly commissioned a process of documentation which aimed to capture the key elements, application and operational implementation of the approach. Three documents have been published as a result: *A Synthesis of the M4P Approach*; *M4P Perspectives* and *The M4P Operational Guide*. [2007 - 2008]

GLOBAL: Technical adviser to Employment and Income Division, SDC

Employment and Income (E&I) Division is part of SDC's Technical and Thematic Department, charged with providing technical support and guidance to other parts of SDC (and other stakeholders) on a diverse range of fields, including financial services, business development, and vocational education and training. To improve its ability to do this, the E&I Division mandated an international consortium of external advisers to assist the E&I Division in identifying and researching salient new topics and trends and preparing and disseminating information for relevant stakeholders. The Springfield Centre was co-manager of the consortium, responsible for overall thematic and technical coherence, as well as a specialist technical adviser in the fields of business development and public-private partnerships. [2004 – 2008]

EAST & SOUTH AFRICA: End of programme review of *MicroSave Africa*, DFID, CGAP

MicroSave has emerged as one of the world's leading exponents of market-oriented micro-finance. As *MicroSave* was making the transition from donor-funded programme to commercial service firm, the review was tasked with assessing the aggregate achievements of the programme over three phases and to identify wider lessons for its funders in their support of financial sector development. The review concluded that *MicroSave* had exceeded almost all its targets and achieved a range of notable impacts, particularly in terms of more consumer-oriented practices and products in the financial sector. The review also highlighted that *MicroSave's* work identified the need for funders to shift from supporting individual financial service providers towards strengthening the *depth* of the financial system in terms of labour force skills, supporting services, information, representation and regulation. [2006]

INDONESIA: Strategic adviser to country programme, Swisscontact

Strategic adviser to multi-project programme covering: SME finance; commodity value chain development, tourism development, enabling environment, local economic development and post-disaster rehabilitation.

EAST AFRICA: Review of private sector development programme, Swisscontact

Swisscontact had a historical presence in Tanzania, Uganda and Kenya, with interventions in vocational training, microfinance and value chains. The review was required to ascertain the effectiveness of these activities and the potential for Swisscontact to establish a more substantial presence across the region. The review concluded that whilst activities had been innovative and consistent with good practices, their scale was insufficient to generate significant impact. Furthermore a lack of coherent strategy and appropriate resource allocation inhibited prospects for a stronger regional presence. The review made numerous recommendations to Swisscontact at the regional and head office levels which have influenced wider organisation strategy.

INDONESIA: Mid-term review of Promoting Enterprise Access to Credit Project, seco

Funded by seco and IFC and jointly implemented by Swisscontact and IFC, the purpose of the project was to improve the availability of appropriate financial services for small businesses. A key focus of the project was strengthening the range of business services required by both banks and SMEs to allow them to better engage with one another. Recommendations related to the project's engagement with key banks, identification of business service providers and the focus of further pilot activities. [2005]

UGANDA: Evaluation of ILO FIT Small Enterprise Media in Africa Project, ILO/Sida

Led a two-person team to evaluate this innovative project which seeks to improve business-related information in the commercial media in Uganda. The evaluation concluded that the project had been highly successful in stimulating sustained new programming practices and content throughout the media sector, reaching approximately 7m people, predominantly in rural areas, with enterprise-level impacts in terms of, inter alia, business knowledge and practices and operating burdens. The evaluation recommended a final phase-out period, to focus on strengthening supporting functions and institutions, such as regulation, audience research and production services. [2005]

GLOBAL: Enabling business environment strategy development, Swisscontact

Reflecting growing agency interest in the business environment, Swisscontact recognised the need to capitalise on its own learning and emerging international experience to develop a coherent strategy for its entire organisation. As adviser to this process, responsible for the overarching framework for the strategy and providing international experience, a key consideration was to define the distinctive role that smaller agencies could play in promoting an enabling environment. An emphasis emerged on areas below the macro-level, such as improving “service interfaces” between business and government (eg ombudsmen, business councils, one-stop-shops), better regulatory and advocacy practices, stimulating wider stakeholder (eg the media) engagement in business environment reform and the integration of enabling environment measures into sector-focused interventions. [2004 – 2005]

NAMIBIA: Strategic review of community-based tourism development, ComMark Trust/DFID

The promotion of small scale and community owned tourism in rural areas has been at the centre of conservation efforts in Namibia for many years. The DFID-funded ComMark Trust was requested to undertake a strategic review of these efforts and suggest a future direction, given the cessation of long term aid funding to the sector. The review conducted industry analysis and engaged in a complex and sensitive series of interactions with government, mainstream tourism players, communities, small-scale operators and conservation bodies. The review identified a deep-rooted “sustainability crisis” that had been consistently ignored and which left the entire industry vulnerable. The review sought to deal with this crisis by fostering stronger links between representatives of the mainstream tourism industry and small-scale operators, as part of a Black Economic Empowerment initiative being promoted by the private sector and government. [2004 – 2005]

INDONESIA: Country strategy development, Swisscontact

Swisscontact Indonesia has a reputation for innovative interventions in policy and regulatory reform, institutional mechanisms such as business fora and credit bureau to improve small businesses’ representation and access to bank finance and business services and business linkages. The Springfield Centre was requested to assist in the development of a new 10-year strategy to reflect shifts in policy and funding. A strategic review was conducted, which examined: experiences, strengths and weaknesses of the programme; emerging trends and opportunities; and, potential structural and budget configurations. Two new directions emerged from this process: (a) a new core orientation, focusing on linking business and financial services, ‘alternative’ financial services (such as Syariah and leasing) and integrated private sector promotion activities in marginalised regions and, (b) a plan to establish a locally-owned organisation based on other non-core activities. [2004 – 2005]

UGANDA: Output-to-purpose review (OPR) of Business Service Market Development Project, DFID

The Business Services Market Development Project in Uganda was designed to facilitate the development of more effective markets for business services in key sub-sectors in Uganda’s economy. The project has focused on developing supply-chains (particularly those with links into rural areas which afford commercial opportunities to small producers) and enhancing the flow of “embedded” business services through these supply chains. The OPR observed that project implementation had been hampered by a range of problems and this, coupled with the relatively short project duration, led the OPR to conclude that the project’s overall impact would therefore be limited. However the

OPR recognised that the project's approach had been innovative and therefore recommended that the project should be extended for a further year, in order to pursue an action-research agenda, focusing more of its efforts on capturing and disseminating relevant experience and influencing the practices of other agencies in Uganda. More specifically, it was recommended that the project framework be revised to reflect explicit action research and influencing objectives and the project's practices re-oriented to conduct action research in a more structured manner. [2004]

GLOBAL: Research into extending business services to rural areas, DFID

This research, emerging from DFID's "Making Markets Work for the Poor" strategy, sought to understand more clearly the availability and relevance of business services in rural areas. Research assessed different dimensions to economic weakness that impinge on access to services and reviewed conventional approaches to supporting business development in weaker markets, such as publicly-subsidised provision. In doing so it drew on the experiences of fields as diverse as agriculture, rural livelihoods, non-farm rural economy, financial services and infrastructure provision. The research identified a diversity of innovative services and delivery mechanisms and presented a range of policy and practical implications for development agencies seeking to intervene in rural areas to promote enterprise and income generation. [2004]

INDONESIA: Technical assistance for reform of government business policy, regulation and support, Asian Development Bank

In the aftermath of the Asian financial crisis, the urgent need for policy and regulatory reform in most ASEAN countries has been widely recognised. As part of an ADB technical assistance programme to the Government of Indonesia, the Springfield Centre worked with Bank Indonesia, the Ministry of Industry and Trade, the Ministry of Co-operatives and Small Enterprises and several regional governments. Technical assistance focused on: the preparation of Government of Indonesia's Medium Term Action Plan for SME development; introduction of a new SME Law; introduction of regulatory review methodologies; revision of business registration and licencing regulations; operational strengthening of one-stop-services for business registration; establishment of a credit information bureau for the banking sector for SME lending; and reform of government's approach to supporting business services for SME. [2002 – 2004]

NEPAL: Project Progress Review and Programme Design of the Private Sector Promotion (PSP) Project, GTZ

As part of a major review of this innovative programme, advised GTZ to make a significant strategic and structural reorientation of the programme, in order to link previously separate initiatives to promote business services and develop specific sub-sectors. A key focus of recommendations was to adapt the programme's intervention approaches to secondary towns and subsectors with strong links to rural areas, primarily agriculture-related economic activities. Also responsible for formulation of a new programme logical framework and revised monitoring and evaluation requirements. [2003]

VIETNAM: Adviser to the Promotion of Small and Medium Enterprises Project, GTZ

As a result of a major project progress review, conducted by the consultant, GTZ has embarked on the process of integrating its BDS initiatives into a wider private sector development programme. The project is pursuing a BDS market development approach, promoting new services in the area of quality standards and in weaker economic regions. The consultant was retained by the project as a 'backstopper' to assist in the development of this new private sector development programme, encompassing German Development Cooperation activities in policy and regulation, financial services, BDS and Local Economic Development. Inter alia this included developing a coherent programme strategy and structure, proposing a mechanism for engaging with the Government of Vietnam's new SME Department and assisting SME-related policy and regulation formulation, planning an assessment of legal constraints to the development of the BDS market, providing technical advice on approaches

for BDS provider support and demand-side awareness raising, and integration of local economic development initiatives within the programme. [2003]

NEPAL: Evaluation of Small Industries Promotion Project (SIP-P), Swisscontact

SIP-P, a project financed by SDC since 1996, seeks to support the development of a viable market for business development services in Nepal and from 1999 onwards has attempted to pursue a market-oriented intervention approach, consistent with international good practices. An external evaluation was commissioned to ascertain the project's consistency with international experiences, assess its achievements and consider the potential for a further project phase. The evaluation concluded that considerable progress had been made in adopting a more market-oriented approach to BDS promotion, but that SIP-P's progress has been constrained by insufficient strategic clarity, inconsistency in some of its intervention approaches and its rigid operational practices. Recommendations included the need for Swisscontact and SDC to develop a common strategic approach to BDS market development in Nepal, the cessation of incentive-based activity support and a diversification of SIP-P's partners. In light of Nepal's worsening political and security situation, a number of pre-conditions for further interventions were also proposed. [2002]

NEPAL: Mid Term Review of the Private Sector Promotion (PSP) Project, GTZ

The assignment was designed as a follow-up to a major review of the PSP Project, conducted 2 years previously and was intended to assess the progress of the project's *Commercialising Business Services* component. The follow up review entailed a process of intensive interaction with project staff, focusing on dealing with practical issues of trying to engage with and stimulate the activities of commercial service providers. Principal recommendations included; relocation of the project's facilitation activities into the central business district and away from GTZ's official headquarters to better to engage with private business service firms; and a complete revision of the project's presentation and delivery of its support 'offer' to commercial service providers. [2002]

VIETNAM: Project Progress Review of the Promotion of Small and Medium Enterprises Project, GTZ

Since 1994 GTZ has been involved in SME promotion in Vietnam, and has seen its project focus evolve considerably, shifting from a conventional single partner approach, focusing on CEFE and trade and investment promotion, to a multi-partner approach and more market-oriented approach, reflecting increasingly market-oriented reforms of the Vietnamese government. The Project Progress Review (PPR) was tasked with assessing the project's achievements in making this shift and to advise on the project's future direction. The PPR was also expected to make inputs to a wider review of GTZ's approach to private sector development in Vietnam. The review's key recommendations included: closer integration of BDS initiatives into the wider GTZ private sector development programme; a focus on strengthening the 'enabling environment' for BDS, particularly rationalising and strengthening the roles of government and business membership organisations; and a limited, experimental approach to service development, for example in the area of quality standards certification and management. [2002]

SOUTH AFRICA: Evaluation of the Private Sector Initiative (Psi) Project, DFID

DFID supports two South African organisations under its umbrella Psi project: the internationally recognised Small Business Project, which operates nationwide, and the smaller Business Opportunities Network, based in Cape Town. Both organisations focus on developing and strengthening business linkages (sub-contracts, tender opportunities and joint ventures) between the large scale corporate sector and SMEs. The evaluation made a series of recommendations for both organisations, focusing particularly on clarifying and strengthening the organisations' offers to partners, improving the availability of brokering or intermediary services between corporations and SMEs, and the development of services to assist corporations in improving their procurement policy and practices. Both organisations have incorporated the evaluation's recommendations into significant strategic re-orientation processes. [2001 – 2002]

INDONESIA: Technical Assistance for Small and Medium Enterprises Development - Creating a sound environment for SMEs, Asian Development Bank

Adviser to ADB technical assistance project to support Government of Indonesia's SME Task Force in the formulation and implementation of an improved policy and institutional framework for SME promotion. Responsible inter alia for drafting policy papers for best practices in creating an enabling environment for SMEs, promoting BDS and streamlining business formalisation procedures, preparing and analysing international case studies, and developing a framework for assessing the institutional set up for SME policies and promotion in Indonesia. [2001 – 2002]

GLOBAL: Identifying the role of government in BDS market development, ILO

ILO has recognised that BDS market development— as a paradigm—poses challenges for donor agencies and governments in terms of its implication for the role of government in BDS. This review was based on substantial desk-based research across a range of low and high income countries, and produced a discussion paper to provide a coherent basis for intervention, highlighting examples of possible government roles in business service markets. [2001]

SOUTH AFRICA: Development of Project Concept for Private Sector Development, GTZ

Adviser to a project design team to assist GTZ in formulating its overall strategy and programme options for a new private sector promotion project. This major initiative comprised projects to promote BDS and business linkages. The mission focused primarily on the BDS component and assisted GTZ to determine its geographic and sectoral focus and made a number of recommendations for project design, collaboration with other agencies and critical areas for additional, more in-depth analysis. [2001]

PAKISTAN: Backstopping support for the Small-scale Enterprise Promotion Project (SSEP), Swisscontact

In an effort to develop a more balanced understanding of the market for BDS, SSEP undertook a study of the market for BDS, using consumer research techniques. The objective of this was to inform the shape of future intervention direction and design. Several missions have provided technical inputs to the planning of this study, interpretation of findings, and facilitation of a significant shift in the project's strategic approach and operational set up. [2000 – 2001]

UGANDA, KENYA, TANZANIA: BDS Strategy Development and Project Design, DFID

Part of a three-person team led by the Springfield Centre. The overall goal of the mission was to define DFID's future approach and involvement in promoting business development services in East Africa. There were two main elements to the mission. The first was to develop a strategic framework for DFID's involvement in BDS in East Africa, which outlines the underlying rationale and principles for BDS interventions. The second element was to design umbrella project mechanisms for each country. Umbrella project designs were based on analysis of prevailing BDS market conditions, comparison of the experiences and current activities of development agencies against best practice principles in BDS, and an assessment of the most appropriate role for DFID. The team recommended flexible, externally managed funds that will provide support to initiatives to develop effective BDS markets in key sub-sectors. [2000]

INDONESIA: Small and Medium Enterprise Promotion (SMEP) Project, Swisscontact

SMEP within its SHARE component tries to improve the conducive environment for SME development in Indonesia. The expression 'conducive environment' is widely used among SME promotion institutions, although it is seldom tightly defined. The mission developed a preliminary guide for macro level interventions in the field of SME promotion, comprising an analysis of the macro level and defining the determinants of a conducive environment for SME development. The guide was then used as the basis for a series of focus groups and workshops whose purpose was to develop a structured tool for assessing specific components of the SME environment. [2000]

NEPAL: Project Progress Review for Private Sector Promotion (PSP) Project, GTZ

The PSP project has three main components relating to private sector development; management and skills development (business development services), business membership organisation development, and trade and investment promotion. The mission was tasked to review progress and achievements in these components, and in the light of the review's findings, develop recommendations for future strategy and activities. A key focus of the review was to assess the conceptual coherence of the three components and ensure that they or any future activities were consistent with accepted international best practices. The review made a number of recommendations relating to the project's strategic direction, its operational practices and its management structure.

PAKISTAN: Review of BDS component of Small-scale Enterprise Promotion Project (SSEP), Swisscontact

After an external evaluation in 1997, SSEP began a major process of re-orienting its support for provision of BDS to SMEs from conventional subsidies for delivery, to a more market-oriented approach that offered prospects for ensuring the promotion of effective, sustainable BDS. The mission had two main tasks. First to review progress to date against the 1997 evaluation, and then secondly to guide SSEP in developing a new direction for BDS support. The mission found that the project had made considerable progress in altering its orientation, but faced considerable challenges in implementing a new approach to BDS, not least in terms of the project's own capacity and structure. [1999]

UGANDA: Evaluation of Small Scale Food Processing training programme for enterprises in the small-scale food processing sector, DFID

SSFP was a five-year programme of training courses in food processing, quality assurance and design/manufacture of hygienic and safe food processing equipment. Its objective was to improve the knowledge and practical skills of owners and staff in small and medium scale food processing enterprises; those businesses who wish to improve the quality assurance for export; owners/managers of food processing equipment; and to develop a local pool of trainer-consultants to provide services to businesses on a sustainable basis. The evaluation identified a series of lessons and recommendations, most notably the implications of emerging good practice principles on programme design and implementation. [1999]

NICARAGUA, ECUADOR, PERU: The Business Centre Approach to Business Development Services: assessing and documenting the Swisscontact and SDC experience

A comprehensive analysis of Swisscontact and SDC's experience globally in the business centre approach to BDS provision. The mission comprised two elements: (a) a review of Swisscontact's business centre programmes in Latin America; and (b) the production of a document that synthesised the experiences and lessons from Latin America with those from Indonesia and the Philippines (previously produced by the Springfield Centre). The study drew directly upon the experiences of business centre development in three countries in Latin America: Peru, Ecuador and Nicaragua. [1999]

INDONESIA: Development of monitoring tools for the Small & Medium Enterprise Promotion (SMEP) Project, Swisscontact

A mission to develop an analytical tool and a range of quantitative performance indicators (benchmarks) to assess the effectiveness of the delivery of business development services to SMEs by commercial service providers (business centres) supported by Swisscontact's SMEP project. This is one of the most innovative and influential in the country. [1999]

BANGLADESH, KENYA, INDONESIA: Development of Case Studies on Business Development Services

The Committee of Donors on Small Enterprise Development's commitment to improving best practice in the field of business development services culminated in several major international conferences in

1998 and 1999. Having commissioned a study to develop preliminary guidelines for donor-funded interventions (undertaken by The Springfield Centre), work was undertaken to develop case studies, to test and further refine these guidelines, to be presented at conferences. As part of a three person team, responsible for the background analysis, fieldwork and writing of three major cases from Africa and Asia. [1998 – 1999]

GLOBAL: Commentary for BBC World Service

Commentator on business issues and skills for a BBC World Service series of fourteen broadcasts which focused on small enterprise development. [1998 – 1999]

SOUTHERN AFRICA: Designing and facilitating a change process for BDS projects, GTZ

With the growing recognition and acceptance of the Donor Committee on Small Enterprise Development's publication *Business Development Services for SMEs: Preliminary Guidelines for Donor-Funded Interventions*, an increasing number of donor agencies are grappling with the challenge of translating principles of good practice into better interventions. As part of a two person team, designed a framework to assist a number of GTZ projects to assess themselves against good practice principles and identify key remedial actions needed. In addition to the framework a two day follow up session was conducted in Zimbabwe to guide GTZ staff and partners through the self-assessment process and analyse the results. [1998]

GLOBAL: Microfinance strategy development, Concern, Republic of Ireland

A discussion paper on microfinance best practice commissioned by Concern as a key input in shaping its strategic commitment to developing microfinance as one of its core specialisms. [1998]

KENYA: Project review mission to DFID-funded NGO projects, DFID

DFID supports many NGO projects throughout Kenya. This mission sought to review the progress which these projects were making against their stated objectives and, with staff, assess the key challenges for the way ahead. Projects included microfinance, business support, on and off-farm income generation and technology development. As well as being responsible for all analysis and report writing, a key task was to familiarise the DFID staff on the team with the main issues to consider in supporting small enterprise development projects with NGOs. [1998]

INDONESIA: Mission to Support Small and Medium Enterprise Promotion (SMEP) Project, Swisscontact

This mission had several distinct parts. First, facilitating an internal evaluation of SMEP by SMEP staff themselves, not only to develop new insights into operation and performance but to build the SMEP team. Second, undertaking a 2-day training programme on product development and internal management with staff of key partners of SMEP: business centres, who deliver services to small businesses. Third, undertaking a 1-day seminar of senior staff from small business support agencies on the key principles emerging from international experience on business development services and their implications for Indonesia. Finally, making a short presentation to leading donors involved with small business support on best practice in business development services. [1997]

INDONESIA: Economic survey and feasibility study of ecotourism development in Lore Lindu National Park, Asian Development Bank

The Bank's Integrated Area Development and Conservation Project was concerned with the sustainable development of rural communities in a remote part of Eastern Indonesia. A key part of the project was to promote economic development and improved resource management in target communities. A multidisciplinary team designed a series of interventions including a revolving loan fund, vocational training, various microenterprise schemes, and a programme to strengthen government park management capacity. Responsible for the design of an ecotourism development strategy, establishing

practical guidelines for improved government recreation and park management, and an environmental impact assessment of income generation activities.

UK: Appraisal of export scheme, Landowning Initiatives, UK

A scheme to introduce alternative forestry practices, utilising innovative British technology, to low-income countries in tropical regions. This technology enables the generation of electricity from thermal energy produced from wood burning. Timber for fuel is extracted from re-forested land using special coppicing techniques. Responsible for feasibility study researching the potential to introduce this technology to rural development projects, evaluating partnerships with local enterprises for import and commercial distribution of technology, and liaison with development agencies regarding implementation strategies within established development programmes.

INDONESIA: Business development review, PT Toranggo Buya, Ujung Pandang

Responsible for a review of existing business activities for an adventure tourism company, and planning for the expansion of a new enterprise, in two parts of rural Indonesia. [1995]

INDONESIA: Advice to Sulawesi Parks Programme, The Nature Conservancy (Asia-Pacific Office), Honolulu, USA

Responsible for a series of on-going advice into three enterprise development components, integral to a USAID/Biodiversity Support Programme-funded project to diversify economic activities of rural communities peripheral to national parks.

INDONESIA: Assessment of land use patterns and development potential, Provincial Government of Central Sulawesi and PT Teknoplan Consultants

A provincial government proposal to diversify the economies of communities traditionally dependent on agrarian or extractive activities; specifically one upland area with a history of rice cultivation and small scale plantations, and a coastal area dependent on fishing and other maritime activities. Responsible for appraising the government's preliminary identification of key areas for development.

GREECE: Market and product analysis, Royal Olympic Cruises, Piraeus

Review of a major international cruise operator's expansion plan into the Asia region. This consisted of an analysis of current market activity and sector trends, product positioning and operational issues.

INDONESIA : Business plan, PT Deha Lokantara, Jakarta

A comprehensive business plan for a new venture, including travel service and hotel operations. Responsible for analysis of market potential, development of a long term strategic plan, including financial forecasts and budgets, and product development and positioning.

INDONESIA: Evaluation of marketing strategy, PT Ramayana Satrya, Ujung Pandang

A short evaluation of an established business' marketing strategies, practices and utilisation of business relationships.

GLOBAL: Guidelines for BDS interventions, SDC

SDC has been closely involved in initiatives to define best practice in BDS. In an effort to 'operationalise' best practice, the Springfield Centre was commissioned by SDC to develop practical guidelines on how to implement more effective BDS interventions. These guidelines drew on both best practice principles and recent experiences, and were published as an SDC Issue Paper.

UK: NGO project application appraisals, The Joint Funding Scheme (JFS), DFID

The JFS is the main instrument through which DFID supports UK NGOs. The Springfield Centre acted as the main advisor for projects with a significant small enterprise development/income generation component. This involved appraising around 80-100 project proposals per annum.

GLOBAL: Advisor on tourism issues

Working with various organisations including: DFID, UK; Deloitte & Touche Consultants, UK; Overseas Development Institute (ODI), UK; ANZDEC Consultants, Auckland, New Zealand; Conservation International Indonesia, Jakarta, Indonesia; Periplus and Lonely Planet travel guides. In particular, contributed to development of DFID's tourism strategy, which ultimately resulted in the establishment of Tourism Challenge Fund for funding innovative pro-poor tourism projects.

Training Programmes and Others

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

Programme Director for leading international training programmes on Making Markets Work for the Poor and Business Development Services. These programmes cover the latest thinking and core skills in designing and implementing market-oriented approaches to private sector development, including; intervention rationale, market assessment, sustainability analysis, monitoring and evaluation and innovative intervention experiences from a variety of contexts. Responsible for programme design, management and facilitation. *[1997 – present]*

UK: In-house training, DFID

DFID has played a leading role in the evolution of the M4P approach. Reflecting this experience and to increase its capacity to oversee an increasing number of programmes, a tailor-made 3-day training programme was commissioned and delivered in DFID London and attended by head office and country programme staff. In addition to incorporating a variety of DFID's worldwide experiences, the programme also featured a component focusing on market development in fragile states.

SWEDEN: In-house training, Sida

As part of its efforts to increase awareness and knowledge of the market development approach, Sida commissioned a series of 2-day training programmes, attended by staff from Sida and its key partners.

AUSTRALIA/ASIA-PACIFIC: In-house training, AusAID (DFAT)

AusAID has a significant portfolio of programmes across the Asia-Pacific region, encompassing rural socio-economic development and private sector development. AusAID wished to achieve greater strategic and operational coherence across this diverse range of activities and regarded the Making Markets Work for the Poor Approach as a way of achieving. A tailor-made 4-day training programme was commissioned and delivered in AusAID Canberra and attended by a range of senior head office and country programme staff. The programme was well received and resulted in a series of follow-up activities.

SWITZERLAND: Staff Training on Business Development Services, Swisscontact

Swisscontact has been a leading innovator in business development services in recent years. However this innovation has not been uniform across the organisation and has been largely driven from the field, rather than head office. The Springfield Centre was requested to deliver a short training programme for head office staff to improve their knowledge about latest thinking and assist senior staff in developing a more consistent approach for programming. *[2001]*

BOSNIA: Staff Training on Business Development Services, IFC

The Springfield Centre for Business in Development Ltd, Suite One, 4 Saddler Street, Durham, DH1 3NP, UK
Tel: +44 (0)191 383 1212, Fax: +44 (0)191 383 1616, rhitchins@springfieldcentre.com

Designed and delivered a tailor-made 4-day training programme for IFC staff from Project Development Facilities in a variety of countries in the Balkans region. The programme provided an overview of best practice in BDS market development, important implementation issues and specific challenges facing IFC in adopting a more market-oriented approach to promoting BDS. [2001]

SOUTH AFRICA: Staff Training for Ntsika Employment Agency, GTZ

GTZ is assisting Ntsika, a large state-funded employment agency, to develop an M&E system. As part of this process, two workshops were conducted, one for senior management, board and funders, and the other for key staff. These workshops focused on the rationale and requirements for M&E in small enterprise development, particularly in the context of emerging principles of good practice and increasing market-orientation in business development services for small enterprises. [1999]

UK: Training Programme on Monitoring and Evaluation in Small and Micro Enterprise Development Programmes

Co-facilitator on a number of 3-week training courses held in Durham, UK for senior representatives of development organisations. The programme covered business assessment, planning and design, impact assessment, management of monitoring and evaluation and sector-specific approaches for business development services, microfinance and institutional development. Responsible for facilitation and presentation.

UGANDA: Workshop on Sustainability: Assessment and Strategies

Co-facilitator on a British Council-supported workshop for Ugandan NGOs. Workshop involved developing a framework for assessment of sustainability. This was followed by a participatory exercise using this framework, where small groups of participants undertook mini-consultancy visits to 3 local NGOs and produced assessment reports. Individual participating organisations were assisted in preparing action plans for improving sustainability, as part of a post-workshop follow up exercise. Responsible for facilitation, preparation and presentation of materials.

INDONESIA: Business skills workshop for small enterprises

As part of a range of enterprise development initiatives, several small workshops were conducted in target communities. Skills covered included basic bookkeeping, product development, pricing, marketing and networking. Responsible for materials preparation and as a facilitator on various parts of the workshops.

INDONESIA: Management of recreation and leisure service organisations

Supported by the local government tourism authority, this two-day course sought to establish best practice techniques in the management of tourism and related enterprises. Responsible for design and presentation of course and subsequent follow up activities.

INDONESIA: Marketing issues for tourism enterprises

A one-day programme involving key practitioners from the tourism industry, government officials, academics and local businesses. The first tourism-specific programme of its kind in this part of Indonesia. Responsible for programme structure, organisation of activities and facilitating.

Publications

Making Markets Work for the Poor (M4P): Synthesis, Perspectives and Operational Guide. Various authors. DFID/SDC, London/Bern (2008)

Making Business Service Markets Work for the Poor in Rural Areas: A Review of Experience. With David Elliott and Alan Gibson. DFID, London (2004)

The Springfield Centre for Business in Development Ltd, Suite One, 4 Saddler Street, Durham, DH1 3NP, UK
Tel: +44 (0)191 383 1212, Fax: +44 (0)191 383 1616, rhitchins@springfieldcentre.com

The Role of Government in BDS Market Development: A Preliminary Review. ILO, Geneva (2002)

Business Development Services: Designing and Implementing More Effective Interventions. Guidelines on implementing BDS best practices, SED Issue Paper No. 5, SDC (2000)

Designing BDS Interventions as if Markets Matter. With Michael Field and Marshall Bear. Paper presenting core concepts, definitions and a diagnostic process for donors and facilitators to design programmes to develop BDS markets, Microenterprises Best Practices (MBP) DAI-USAID, (2000)

The Business Centre Approach to Business Development Services – Assessing the Experience of Swisscontact’s Business Centre Approach in Latin America and Asia. A review of an innovative intervention approach to developing commercial BDS suppliers, SED Issue Paper No. 3, SDC (1999)

BRAC Poultry Programme: A Sub-sector Approach to Developing Microenterprises in Bangladesh. A Case Study on Business Development Services for SMEs, DFID (1999)

The Kenya Management Assistance Programme: Innovative Delivery of Counselling and Training. A Case Study on Business Development Services for SMEs, DFID (1998)

Swisscontact: The Business Centre Approach in Indonesia and the Philippines. A Case Study on Business Development Services for SMEs, SDC (1998)

Small Enterprise Development Journal

Editorial board member and occasional contributor for this specialist journal, published quarterly.

Work history

Owner/Manager, PT Ebony Wisata, Palu, Indonesia

Established a specialist adventure and ecotourism business in a remote part of Eastern Indonesia over a period of three years. This involved developing a business plan, product development, marketing, staff training, government liaison and community development. After the withdrawal of the local partner, complete responsibility for the entire operation was assumed, as owner/manager for 3 years. [1993 – 1996]

Auditor, KPMG Peat Marwick, Plymouth, UK

Accountancy and audit services with a variety of commercial organisations. Secondment to small business services. [1992 – 1993]