

Curriculum Vitae: Dr. Daniel Nugraha

An agricultural economist by training, Daniel is an expert consultant and mentor on market systems development (MSD). Prior to his current role, he led the technical design and roll-out of AIP-Rural, one of the largest agriculture market system development programs in the world (funded by DFAT), worked for USAID Indonesia, GTZ RED (Regional Economic Development) Indonesia, and a company in Germany on Management Information Systems. Overall, Daniel has worked for almost two decades in and with the private sector, in various roles: as a business owner, business professional, and development practitioner specialising in Small and Medium Enterprises and agriculture sector.

Daniel's passion for developing other people's talents and skills make him a dynamic teacher, trainer, and mentor. His life-long dedication to learning is also reflected in his adaptive management style, striving for organisational and team performance improvements incrementally through iterative learning, changes, and decision making.

Personal Details

Nationality:	Indonesian
Qualifications:	PhD Agriculture Economics, Humboldt Universität zu Berlin, Germany, 2010 MSc International Agricultural Science, Humboldt Universität zu Berlin, Germany, 2007 BSc Agricultural Science, Humboldt Universität zu Berlin, Germany, 2005
Language Skills:	Indonesian and Javanese (mother tongue), German (proficient), English (proficient), Chinese (basic)

Current Position

Senior Technical Advisor, Swisscontact

Main responsibilities:

- Reorientation of SCPP (Sustainable Cocoa Production Program): Provide inputs (including systemic approach, sustainability strategy, piloting new instruments) into the redesign
- Business development: Support Indonesia country office and SEA regional office in exploring and acquiring new project opportunities with a focus towards expanding Swisscontact portfolio
- Technical support: Provide inputs in reviews, lessons learned, capitalisation and harvesting knowledge across the Swisscontact portfolio in Indonesia and SEA

Advisor / Consultant, Market System Development & Private Sector Promotion

Main responsibilities:

- Technical analysis: Design, execution and quality assurance of sector assessments, strategy formulations, intervention designs, policy studies, impact assessments and evaluations
- Program development and review: Formulation of concept paper, design document, technical and financial proposal, peer-review, external mid-term and final review
- Advising senior management: Supporting core management in delivering and reporting headline results, enhancing overall program performance by improving people and system

Career History

2019 – current	Senior Technical Advisor, Swisscontact
2017 – current	Advisor / Consultant, Market System Development & Private Sector Promotion
2012 – 2017	Program Director, AIP-Rural, AusAID/DFAT Indonesia
2010 – 2012	Economic Specialist at Economic Growth Office, USAID Indonesia
2006 – 2010	Advisor / Consultant for Small and Medium Enterprises (SME) Promotion, Regional Economic Development (RED) Project, Central Java, Indonesia
2002-2006	IT-Assistant in Manufacturing Department, OSRAM GmbH, Berlin, Germany

Relevant Experience

PNG, SOLOMON ISLANDS, FIJI, VANUATU, TONGA, SAMOA: Member of Technical Advisory Group for PHAMA Plus (funded by DFAT), John Fargher & Associates Pty Ltd, Australia

Principal subjects: Technical review and quality assurance of program strategies, key technical manuals, work plans, and progress reports; strategic advice on program governance arrangements and performance assessments of interventions (including monitoring & results measurement) with private and public sector partners. *[2019 – current]*

INDONESIA: Developing Guidelines for Market Linkages Program, KOMPAK, Abt Associates

Principal subjects: Team Leader, leading the overall assignment, ensuring MSD's key principles and methods rightsized for implementation by national and local governments. *[2019 – current]*

INDONESIA: Market Systems Development Expert, MAHKOTA, Cardno Pty Ltd

Principal subjects: Technical inputs and quality assurance of study on harnessing livelihood opportunities for poor households receiving conditional cash transfers. *[2018 – current]*

INDONESIA: Project Advisor for MORINGA project, World Vision

Principal subjects: Design and implementation of the overall capacity building program (classroom trainings, field works, coaching sessions); mentoring on commodity selection and analysis, intervention design, deal making with intervention partners, implementation, monitoring, impact assessment, portfolio review and reporting headline results. *[2017 – current]*

INDONESIA: Rubber Case Study Indonesia, Springfield Centre for Grow Asia, Singapore

Principal subjects: Team Leader, leading the overall assignment, developing research framework, quality assurance of research process, data analyses, results and recommendations. *[2019-2020]*

INDONESIA: Preparatory Studies for PRISMA Phase 2, Palladium

Principal subjects: Technical Director, design, oversight, and quality assurance for 10 studies (Public Sector, Rice, Maize, Coconut, Animal Feed, Mechanisation, Gender-Sensitive Marketing, Irrigation, Nutrition; and Kiosk Survey); client and government relationship management. *[2018]*

INDONESIA: AIP-Rural Learning Series, Springfield Centre

Principal subjects: Author of 2 case studies on public-sector partnership and private-sector partnership. *[2018]*

INDONESIA: Research on Strategic Options for Dealing with Subsidies in Maize Seed Markets in Eastern Indonesia, PRISMA Indonesia

Principal subjects: Overview and direction of government policy on seed subsidy including smart subsidy system; impact of subsidy policy and actual practices on the behaviour of market players; actionable and scalable options for developing the maize seed market systems involving commercial seed producers and government agencies. [2017]

INDONESIA: Co-founder and co-owner, SINTESA agriculture enterprise

Responsibilities:

- Overseeing overall operation: Development and execution of business plan.
- Agriculture inputs retail and extension: Promoting Integrated Pest and Disease Management (IPDM) through raising awareness and testing the synergy of biological and chemical pesticides.
- Horticulture nursery and production: Production of seedlings and final products of high-value crops; engaging smallholder farmers on sharecropping or partnership basis. [2016-2018]

INDONESIA: Program Director, AIP-Rural Program, AusAID/DFAT Indonesia

Responsibilities:

- Strategic leadership of AIP-Rural Program (Australia-Indonesia Partnership for Rural Economic Development) and its 4 sub-projects PRISMA (agriculture commodities), ARISA (applied research and innovation), TIRTA (tertiary irrigation), and SAFIRA (agricultural finance); ensuring the achievement of program objectives, consistency of program approach and principles.
- Relationship management with key stakeholders including Indonesian and Australia Government, the Strategic Review Panel, and Managing Contractors to ensure that the Program is based on relationships of trust, mutual respect, and cooperation.
- Portfolio Management Process Flow: Establishing systematic and structured process in commodity / sector selection, analysis, intervention design, implementation, and monitoring and results measurement, including the guidelines for staff capacity building.
- Quality Assurance Protocol for reporting DFAT indicators: Development of a quality standard across AIP-Rural projects on the types of indicators needed for aggregation, their definition, data source, calculation method, persons in charge for data input and quality check, and where the evidence is stored; facilitating the training and internalization among managers and program staff.
- Operationalization of Value for Money (VfM) Concept: Formulation of practical VfM indicators (i.e. Social Return on Investment, Investment Leveraged from Partner, and Investment per Farmer) and introduction into day-to-day portfolio management, e.g. when deciding whether the project should fund an intervention or not (ex-ante), whether an intervention (an investment) should be revised to produce better VfM or even dropped (ex-post), and how to communicate VfM results to key stakeholders.
- Introduction of Progress out of Poverty Index (PPI, developed by the Grameen Foundation): Mainstreaming pro-active poverty orientation in the portfolio management process flow and the use of simplified and practical poverty assessment using PPI triangulated with other data sources.
- Management Information System (MIS): Strategic guidance in the design, development, training, roll-out of the MIS that enabled, first, structured and efficient recording of corporate data (e.g. finance, HR, procurement) and portfolio data (interventions in multiple commodities and regions); second, integrated and advanced analyses of corporate and portfolio data; third, user-friendly information display for improved management decision making by program staff and senior management; and, fourth, data aggregation and consolidation across projects for reporting purposes. [2012-2017]

INDONESIA: Economic Specialist at Economic Growth Office, USAID Indonesia

Responsibilities:

- Resource person for critical issues, updates, and analyses on macroeconomic policies, poverty, labour, youth unemployment, agriculture and food security.
- Leading poverty analysis and mapping (GIS) at provincial and district level focusing on poor and near-poor households and their characteristics based on the national socioeconomic survey (SUSENAS) and national labour survey (SAKERNAS), combined with World Bank's PPP international poverty concept. The result of the analyses, along with other economic indicators in the growth diagnostic study, was fed into USAID's new Country Development Cooperation Strategy (CDCS).
- Providing technical advice (design, activity and grant management, monitoring) for SEADI (Support for Economic Analysis Development in Indonesia) in the policy areas of poverty alleviation, employment promotion, trade and investment climate, and non-banking financial institution.
- Technical support for USAID's funding contribution to the Indonesia-wide flagship program of National Program for Community Empowerment (PNPM) through PNPM Support Facility (PSF) managed by the World Bank, including the design of impact evaluation. [2010-2012]

INDONESIA: Advisor / Consultant for Small and Medium Enterprises (SME) Promotion, Regional Economic Development (RED) Project, Central Java, Indonesia

- Value Chain Promotion (VCP) or ValueLinks and Public-Private Partnership (PPP): Leading the roll-out of the development instruments in the agriculture sector, particularly dairy sub-sector in Central Java, and providing technical guidance to other activities in agriculture-based value chains.
- Lead trainer and facilitator of ValueLinks methodology in the capacity building for development consultants, international and local NGOs, universities, and mid-level personnel from private sector companies (banks, manufacturing companies, etc.).
- Conducting Assessments and Studies (e.g. desktop research, field observation, farmer survey, expert interview, focus group discussion) particularly in the agriculture sector.
- Coordinating, Moderating, and Facilitating Events e.g. training, workshop, business gathering.
- Team support for other instruments: entrepreneurship training (CEFE), regulatory impact assessment (RIA), inter-district cooperation, and regional marketing. [2006-2010]

Selected Publications and Presentations

Research Publications:

- Nugraha, D. *Extending the Concept of Value Chain Governance: An Institutional Perspective – Comparative Case Studies from Dairy Value Chains in Indonesia*, PhD dissertation, Humboldt-Universität zu Berlin [2010]
- Nugraha, D. *Application of Value Chain Analysis in Development Cooperation: The Promotion of Milk Cluster Boyolali, Indonesia*, Humboldt-Universität zu Berlin [2007]

Invited Guest Lectures:

- “Diagnostics in Practice; Operationalising Poverty Reduction in M4P Programs”, Making Markets Work for the Poor (MSD), delivered by The Springfield Centre, Bangkok, Thailand [2016 to present]
- “Expecting the Unexpected – Anticipating through Adaptive Management Model”, BEAM Conference, Lusaka, Zambia [2016]
- “Doing M4P in Indonesia – Experience from AIP-Rural”, Food Security Initiative Conference by CSIRO in Canberra, Australia [2015]