

## Curriculum Vitae: Dr Jon Burns

Jon Burns trained as an economist and a practitioner in organisation development. He has 30 years of experience working on organisation development, trade competitiveness and promotion, private sector development, executive and team coaching and enterprise development policies and programs. He has undertaken several systemic change assignments in eastern Europe and east Africa, in markets including, cotton, construction, light manufacturing and youth employment. He was the Chief Technical Adviser on a high-profile sector policy dialogue programme, where he took direct responsibility for developing policy dialogue in trade, banking and financial systems, employment (youth and women), tax and customs, transport infrastructure, energy, science and technology, spatial and urban development, agriculture value chains and the macro economy. He has worked extensively on business enabling initiatives, including access to finance, enterprise and technology incubation, in eastern Europe, southern Africa, India, Bangladesh, Ghana, Kenya and Jordan. Since 1986, Jon has also worked on public and private sector reform programs. He has worked with many development partners, including DFID, Danida, Sida, the Dutch Government, GiZ, ILO, UNDP, UNIDO, BTC, EIB, EBRD, AfDB, ADB, IBRD, IFC, the EU, SADC, COMESA, EAC, ACP Secretariat and various national governments, national banks and private sector organisations, including Sainsbury's, Shell UK, BP and the Virgin group, on the design, development and delivery of private sector policies, programmes and projects.

In the last 30 years, Jon has worked on 95 programmes and projects in 48 countries. Jon has advised on the design and implementation of more than 30 large programmes for DFID, EU, Danida and GiZ. These include business finance and business advocacy programs, value chain programs in India and Sri Lanka and enterprise programs in eastern Europe, south east Asia, the middle east, and sub-Saharan Africa. Jon has also advised on sustainable economic growth. This includes advising on national/regional policy and regulatory frameworks, producing national and regional development strategies, establishing support and development agencies, designing, and setting up national seed capital, venture capital, equity and loan schemes for businesses, strategic advice to BMOs and regional trade organisations. He has provided direct support to joint venture companies and has been actively involved in the restructuring and privatisation of state-owned enterprises. He is a past adviser to the UK government on private sector, innovation, finance, and trade issues. Recently he has been supporting the development of strategies for the DFID African and Asian Community Access Programmes and overseeing the implementation of the DFID Mozambique Regional Trade and Transport Infrastructure Gateway. Jon has completed the Springfield Centre's two-week course in Bangkok on Making Markets Work for the Poor (M4P). Jon is a qualified executive and team coach and, over the past ten years he has coached several project and program teams, team leaders and senior staff in development organisations.

### Personal Details

---

Nationality: British / Irish

Qualifications: MSc Management (with Economics), Manchester Metropolitan University 1984

PhD Organisational Behaviour, University of the Witwatersrand 2003

Post Graduate Coaching Certificate. Henley Business School. Reading University 2018

Post Graduate Certificate in Team, Board and Systemic Coaching. Henley Business School. Reading University 2021.

Language skills: English (Fluent), Italian (Basic), Hungarian (Basic), French (Basic) and Twi (Basic)

### Current Position

---

*Chief Executive Officer, The Springfield Centre for Business in Development Ltd in the UK. The Springfield Centre focuses on economic reform and private sector development. The Centre's main activities include the following.*

- Training: both in the UK and abroad.
- Development projects: mainly medium–and–long term partnerships.
- Research that provides the basis for new programme development
- Advisory work, including specific studies, including designs and evaluations, undertaken at the request of clients

*Member of the Global Management Team, Swisscontact, Zurich*

## **Career History**

---

<b>2019 – Now</b>	CEO and Executive Director, the Springfield Centre, Durham, UK
<b>2015 – 2019</b>	Executive Director, the Springfield Centre, Durham, UK
<b>2014 – 2015</b>	Director of European & African Operations, Cardno Emerging Markets (UK), Oxford, UK
<b>2011 – 2015</b>	Director & Chief Technical Adviser, Policy Dialogue Programme, Pretoria, South Africa
<b>2008 – 2011</b>	Director, WYG International Ltd, Nottingham, UK
<b>2006 – 2008</b>	Director, DAI Europe Ltd, London, UK
<b>2004 – 2006</b>	Managing Director, BEST AC Private Sector Advocacy Fund, Dar es Salaam, Tanzania
<b>2004 – 2004</b>	Deputy Managing Director, Eurecna SpA, Venice, Italy
<b>2000 – 2004</b>	Director, Godisa Trust for Technology to SMEs, Pretoria, South Africa
<b>1996 – 2000</b>	Director, Maxwell Stamp Plc, London, UK
<b>1994 – 1996</b>	Joint Managing Director, RIPA Training Ltd, London, UK
<b>1989 – 1994</b>	Principal, Coopers & Lybrand, London, UK
<b>1986 – 1989</b>	Head of Small Business Lending (VSO), Ghana Cooperative Bank, Accra, Ghana
<b>1983 – 1986</b>	Field and Brand Manager, Procter & Gamble, New York, USA and Newcastle, UK

## **Relevant Experience**

---

### **Consulting and Advice**

**Countries:** *ACP Regions, Angola, Bangladesh, Barbados, Belarus, Belgium, Bosnia, Botswana, Bulgaria, Czech Republic, Egypt, Ethiopia, France, Georgia, Ghana, Hong Kong, Hungary, Ireland, India, Indonesia, Italy, Jordan, Kazakhstan, Kenya, Kosovo, Laos, Latvia, Lesotho, Lithuania, Macedonia, Malawi, Namibia, Nepal, Poland, Portugal, Romania, Russia, Rwanda Serbia, Slovakia, Slovenia, South Africa, Sri Lanka, Swaziland, Sweden, Switzerland, Syria, Tajikistan, Tanzania, Uganda, Ukraine, UK, USA, Vietnam, Zambia, Zimbabwe.*

### **GLOBAL: Swiss Import Promotion Programme (SIPPO) training and coaching**

Co trainer and coach to the members of internal functions and country teams in SIPPO. Jon is delivering an eight days training programme on market systems development and making trade markets work. This training is being augmented with follow on coaching to participants and their teams. [2021 – ongoing]

### **EAST AFRICA: Team Coaching and Organisation Support, Gatsby Africa**

Leading the evaluation of an internal change programme for Gatsby Africa and its programmes. The work includes a review of structure and staff roles and functions in Gatsby Africa's Strategy and

Learning Team and advising and supporting organisational redesign and internal good practice for future evaluations. *[2021 – ongoing]*

**MALAWI, NEPAL, UGANDA: International Technical Adviser: Investment on the Commercial Agriculture for Smallholders and Agribusiness (CASA) programme.**

Supporting the strategy and advising the UK Foreign, Commonwealth & Development Office (FCDO) on investment on the CASA programme. CASA is an FCDO flagship programme which aims to increase global investment in agribusinesses which trade with smallholders in equitable commercial relationships, increasing smallholders' incomes and climate resilience. The programme helps agribusinesses to scale up and trade in larger commercial markets. As part of its work CASA generates new evidence and analysis that supports a stronger, fairer, and greener agribusiness sector. Jon is advising all three country offices on effective ways of achieving sustainability at scale for their partner organisations. He is also advising on techniques to build and maintain investment readiness. Jon established a process for country landscape mapping of the commercial domestic investors for CASA partners. *[2020 – ongoing]*

**GEORGIA: Lead Adviser Business Support Services, Rural SME Development in Georgia for the Swiss Development Cooperation (SDC)**

Leading the inception phase 'deep dive' into the Business Support Services systems available in Georgia which include topics such as financial literacy, business management capacities and service uptake for SDC's Rural SMEs Development Project. The project seeks to increase rural income and employment through sustained access to finance for rural SME's through both supply and demand-side interventions. The deep dive analysis is identifying constraints and is laying the foundations of intervention area identification and prioritisation of the project's activities and strategies. *[2020 – ongoing]*

**GLOBAL: Strategic Adviser, UK ODA KAM, Swisscontact**

Strategic oversight and Advisor to the UK ODA KAM, supporting Swisscontact's diversification strategy and Business Ambition 2025. The UK ODA KAM's goal is to grow and enable proactive acquisition of projects/programmes funded by the UK Government Agencies and UK based Foundations. *[2019 – ongoing]*

**SERBIA: Team Leader on Mid Term Review for Economic Development Agency (M4P)**

Provided leadership and substantial inputs on a MTR for Swiss Development Cooperation (SDC). Recommendations on future sustainability (income generating services) and associated organisation development, social impact and transition into new markets (horticulture, herbs and spices, berries, food processing and wood processing). Provided follow up and back stopping support to the board and management of the Economic development Agency (South East Serbia). *[July / September 2017]*

**TANZANIA: Senior Adviser: leadership, management, organisation and systems for Textiles (M4P)**

Provided advice and support, on organisation development and performance improvement to the Tanzania Textiles Development programme at the Ministry of Trade, Industry and Investment offices to help ensure effective delivery of a new strategy. *[September / October 2017]*

**ETHIOPIA: Senior Adviser on Urban Development in Addis Ababa for Sida (M4P)**

Provided development and implementation advice and support to Sida in Addis Ababa on the Li-Way Urban Development programme. Analysis, development and delivery of market systems interventions. portfolio to a more cohesive and impactful programme based on urban development in Addis Ababa. *[September 2017 to August 2020]*

**EAST AFRICA: Strategy Adviser on trade facilitation models for DFID and TradeMark East Africa**  
Provided strategy support and advice to DFID and the Council and Board of TradeMark East Africa on options for organisation models to best deliver future trade and regional integration programmes. *[August / September 2017]*

**SERBIA: Senior Advisor on institutional Strategy for a Regional Development Programme for SDC**  
Provided strategic advice on the organisational development and institutional positioning for two large private sector development agencies in Serbia. Funded by Swiss Government. Jon advised on fund development, horticultural incubation, vocational training and tourism and provided guidance on long term organizational sustainability and stability, including structure, staffing, services, skills and systems development. *[September 2015 – June 2017]*

**UK AND TANZANIA: Implementation Support to Gatsby Africa, GCF (M4P)**  
Provided implementation support to the Gatsby Charitable Foundation (GCF) relating to their sector transformation strategy and programmes in east Africa. In particular, in the forestry, cotton, dairy and textile sectors. Delivery of workshops on systemic market development for programme implementation teams. *[September 2015 – June 2016]*

**EAST AFRICA: Lead Adviser, Institutional Assessment of Trademark East Africa, DFID**  
Lead adviser, assessing the institutional fit for purpose of TMEA to deliver trade promotion and poverty reduction in east Africa. Evaluated programme implementation vehicles and channels, roles and responsibilities of different entities and teams, appropriateness and relevance of division of responsibilities, effectiveness of governance and oversight structures, relationships between M&E systems and management decisions and links between quality outcomes and human resources / risk management systems. Assessment of organisational learning and sharing of best practices as well as an assessment of the alignment between the human resources management system and the TMEA strategy. Assessed the appropriateness of the donor level operating model and identification of enablers and blockers of organisational efficiency and effectiveness. *[September 2015 – April 2016]*

**KOSOVO: Lead Evaluator, EYE (Enhancing Youth Employment) Project, SDC (M4P)**  
Internal evaluation, for Helvetas Swiss Intercooperation leading to internal organisational learning and wider stakeholder dissemination. Development and delivery of a case study which included a detailed review of the project's intervention in job matching services. Assessed intervention rationale and analysis as well as the nature of project facilitation and an assessment of project impact at different levels of the 'results chain'. Drawing conclusions and lessons learned. *[September 2015 – December 2015]*

**TANZANIA: Evaluator, National Cotton Sector Programme, DFID (M4P)**  
Undertook an annual review of the Gatsby Africa Cotton Sector Development programme in Tanzania, including an analysis of the systemic market development approach to the sector, an assessment of impact on the sector value chain and an overall assessment, with recommendations, of sector programme efficiency, effectiveness, relevance, sustainability and impact. *[September 2015 – October 2015]*

**TANZANIA: Lead Adviser, Urban M4P Scoping Mission, DFID**  
Lead Adviser on light manufacturing and construction markets for this DFID Tanzania funded, scoping mission. Undertook a very preliminary review of the leather, cotton, fish and poultry (meat and eggs) markets and a more robust review of the solid waste recycling and low-cost housing sub sectors. In each case, specifically examined the poverty reduction potential, the market growth

potential, the feasibility of stimulating market system change within 36 to 60 months and tested alignment with national government and DFID priorities. *[April 2015 –May 2015]*

**MOZAMBIQUE, ZAMBIA, MALAWI & DRC: Project Director and Senior Adviser, Regional Trade and Transport Infrastructure Gateway, DFID.**

Project Director and Senior Adviser on this three year £5m programme. Responsible for strategic advice and support to the DFID teams in Southern Africa (Pretoria) and Mozambique. The programme aims to increase the value and volume of exported goods from the landlocked countries of southern Africa. The programme funds railway, dry port, ICT and energy feasibility and design studies and identifies funders for the “downstream” engineering and construction work. Projects include the lines from South Africa, Zambia, Zimbabwe, Malawi and DRC to the Indian Ocean Ports in Mozambique and include port modernisation programmes. *[April 2014 - 2015]*

**AFRICA & ASIA: Multi Country Community Access and Research Programme linked to low volume rural road infrastructure, DFID**

Project Director and Policy Adviser on this six year £24.1m programme targeting infrastructure research institutions and studies in Africa (Ghana, Ethiopia, Nigeria, Kenya, Tanzania, Malawi and Mozambique) and Asia (Myanmar, Nepal, Pakistan, Afghanistan, Bangladesh and India). The programme is supporting community access in the rural areas through research on low volume road infrastructure and transport services. *[July 2014 - 2015]*

**SOUTH AFRICA & MOZAMBIQUE: Senior Adviser, SME Environmental Management Programme in Extractives and Forestry Sectors, African Development Bank**

Senior Adviser on two projects. The first is a sustainable forestry project which supports eco-tourism and wood product businesses in northern Mozambique and the second is related to the development of a sub-contractor supplier hub for a large manganese mine in the Northern Cape of South Africa. Advised on the design and implementation of both projects. *[May 2014 - 2015]*

**SOUTH AFRICA: Director and Chief Technical Adviser on the South Africa / Europe Policy Dialogue Programme, European Union**

As Director and Chief Technical Adviser, supported the SA Government and the EU by establishing a Euro 5m Facility with four service areas (including a large grants facility) to facilitate and stimulate bilateral policy dialogue between the EU and South Africa. The Facility had a budget of £15m and aimed to strengthen the strategic partnership between the EU and South Africa and build quality dialogue in key areas. Specific and lead responsibilities for dialogues in Trade, Employment, Agriculture, Science & Technology, Taxation and Customs, Transport, Energy, Space Technology, ICT and Macro Economics. *[December 2010 – March 2014]*

**ACP REGIONS: Project Director & Senior Adviser, Strengthening Migration Institutions (12) in the six ACP regions, European Union**

Project Director and a Senior Adviser on this five year, £18m programme. Supported the establishment of twelve migration pilot centres, located in existing institutions in the six ACP regions and, together with the International Centre for Migration, supported the development of monitoring and publicity programmes to raise awareness of the scale and impact of economic and conflict related migration within and without of each ACP region. *[December 2009 –November 2010]*

**LAOS: Project Director, National SME Development and Promotion Programme, Asian Development Bank**

Oversaw this £4m three-year programme and advised the national government on enterprise related policy design and implementation. *[April 2010 – October 2010]*

**ACP REGIONS: Project Director and Senior Adviser, Business Climate Fund, European Union and ACP Secretariat**

Oversight and advice on a £50m funding facility targeted at improving trade competitiveness and the business enabling environment in the ACP Region. This was known as the BizClim fund and it raised awareness of issues, and funded solutions, in the business operating environment in the six ACP regions. *[November 2008 – July 2010]*

**BARBADOS: Project Director & Senior Adviser, Development of a National Export Promotion Strategy, European Union**

Supported the Ministry of Trade & Industry to develop a strategy (in the context of the Economic Partnership Agreement) for increased service sector exports to the EU. This work was undertaken under the umbrella of the Tradecom Europe Grant Facility. *[August 2009 – December 2009]*

**UNITED KINGDOM: Senior Adviser, development of a new proof of concept fund, Department of Business and Innovation (DBI)**

Invited by the UK Department of Innovation and Business to join an advisory panel to support and comment on the development and delivery of a national proof of concept fund which was, largely, targeted at university engineering and science research spin off companies. *[May 2009 – October 2009]*

**ZAMBIA: Project Director and Senior Adviser, the Zambia Chamber of Commerce and Industry, European Union**

Oversight of support to the Zambia Chamber of Commerce and Industry to strengthen capacity in trade facilitation and negotiation. Providing advice on TRIPS, GATT, WTO and EPA negotiations and workshops on sanitary and phyto-sanitary procedures. *[July 2009 – August 2009]*

**ZIMBABWE: Project Director, Support to the Confederation of Zimbabwe Industries on Trade Promotion, European Union**

Through a series of short reports and training programmes, supported the Confederation of Zimbabwe Industries (CZI) to help them inform and influence trade policy. Also advised on the establishment of a Trade Information Centre in Harare. This work was undertaken under the umbrella of the Tradecom Europe Grant Facility. *[January 2009 – March 2009]*

**NEPAL: Project Director, Senior Adviser and Facilitator, Judicial Reform and Human Rights Programme, European Union**

Adviser and Facilitator on this wide-ranging judicial reform and human rights programme. The programme supported the establishment of the Nepalese Court of Human Rights and provided training for lawyers. Facilitated training events and workshops for lawyers in The Hague, Madrid, Vienna and London and also oversaw the overall programme delivery, including performance management, quality assurance and value for money. *[October 2008 – February 2009]*

**SYRIA: Project Director and Senior Adviser, Municipal Modernisation Programme for Damascus, European Union**

Oversight of a capacity strengthening programme and policy advice to the municipality of Damascus. Led on an institutional review covering services, structures, systems and skills in the areas of waste management, street cleaning, primary health care, direct labour, infrastructure maintenance, care of historical and cultural treasures and provision of services to local enterprise. Provided inputs, and edited, a 10 year “road map” which was adopted. Supported the early implementation of the map in the above areas. *[July 2008 – February 2009]*

**TANZANIA: Senior Adviser, Review and Evaluation of the Business Advocacy Fund, Danida, DFID, Sida and the Netherlands**

Asked to participate in a team to undertake a mid-term evaluation of the Business Advocacy (BEST-AC) Programme in Tanzania. The team reviewed 19 sub projects, including those supporting apex BMOs and those targeted at regional, local and sectoral organisations, throughout the country. The final report was adopted in its entirety by Danida. *[November 2008 – December 2008]*

**KENYA: Team Leader, Review and Evaluation of the Business Advocacy Programme, Danida**

Asked by Danida to lead a team to undertake a mid-term evaluation of the Business Advocacy Programme in Kenya. The team reviewed over 35 sub projects, including those supporting apex BMOs and those targeted at regional, local and sectoral organisations, throughout the country. The final report was adopted in its entirety by Danida. *[September 2008 – October 2008]*

**GHANA: Team leader, Review and Evaluation of the Business Advocacy Programme, Danida**

Asked by Danida to lead a team to undertake a mid-term evaluation of the Business Advocacy (BUSAC) programme in Ghana. The team reviewed over 80 sub projects, including those supporting apex BMOs and those targeted at regional, local and sectoral organisations, throughout the country. The final report was adopted in its entirety and approved by the Government of Ghana. *[May 2008 – July 2008]*

**SOUTH AFRICA: Team Leader, Identification, Formulation and Design of a £80m Employment Grant Programme, European Union**

Led a team to identify, formulate and design a EUR 100m+ Employment Sector Budget Support Programme for South Africa. Provided support and advice to the Department for Trade & Industry, the Department of Economic Development and the Department for Science and Technology and advised on the locus, target, mechanism, management and performance areas for the fund. *[December 2007 – April 2008]*

**RUSSIA: Senior Adviser, Design for SME Lending Programme for RaboBank in Moscow, European Bank for Reconstruction and Development (EBRD)**

Oversight of a change management programme for the head office of Rabobank in Moscow. This involved a review of all key bank functions and services and a review of capacity and capability. Advised on the design, development and delivery of financial instruments targeted at the small to medium enterprise sector. *[October 2007 – November 2007]*

**UGANDA: Team Leader, Development of a Five Year Strategy for the National Institute of Management, DFID**

Led a team to review the performance of the Uganda Management Institute (UMI) in Kampala. UMI is the pre-eminent management training institution in Uganda. Asked to develop and cost a five year strategy to modernise the UMI and to present an action plan for implementation. The strategy and

the action plan were both approved by DFID and by the Council of the UMI. *[August 2007 – October 2007]*

**INDIA: Project Director and Senior Adviser, Value Chain Finance Programme with the Small Industries Development Bank of India, GTZ (now GIZ)**

Provided oversight to this programme and supported its implementation through the provision of various evaluations and reports. Specifically, supervised and supported the implementation of a value chain finance programme in Hyderabad, New Delhi and Mumbai. Introduced ASYCUDA for Customs Administration Reform to support a liberalised export economy. Evaluated and supported the design and development of financing value chains in the automotive, pharmaceutical and leather/textiles sectors for export led growth and provided capacity strengthening advice to the Small Industries Development Bank of India (SIDBI) *[October 2006 – June 2007]*

**TANZANIA: Director and Team Leader, Business Environment Strengthening for Tanzania, Advocacy Grant, DFID, Danida, Sida, Netherlands**

Managing Director of the Business Environment Strengthening for Tanzania (BEST) Advocacy Component (AC). Responsible for a large team and a budget of US\$ 8m+. Established and implemented a private sector advocacy fund targeted at trade and business associations and chambers of commerce. Principal adviser to the board of the Tanzania Private Sector Foundation (TPSF) which is the apex private sector representative organisation in Tanzania. Advice included Customs reform for the Freight Forwarders Association, including ASYCUDA; enhancing Fair Trade Coffee Exports to large global consumers (Starbucks); strengthening the quality and added value of food exports, including the use of latest standards (sanitary and phyto-sanitary) and facilitating the export of cut flower volumes to Europe. Senior adviser on advocacy policy and strategy to the national Chamber of Commerce and Industry and the Ministry of the Trade & Commerce. *[November 2004 – June 2006]*

**TANZANIA: Director and Senior Advisor, Small Business Innovation Policy advice to the East African Business Council, European Union**

Asked to provide advice to the East African Business Council in Arusha. Worked closely with Council members to produce a report and presentation on appropriate technology and innovation policy and initiatives to support indigenous businesses to produce and export quality products beyond the EAC region. The final report was accepted and implemented by the EABC. *[September 2004 – September 2005]*

**SOUTH AFRICA: Programme Director and Senior Adviser, Limpopo Province Local Economic Development, European Union**

Programme Director on this major EU funded programme in the Republic of South Africa. Designed and developed an LED fund and various support services to underpin the provincial LED policy for the Limpopo Province. Advised the provincial government and the EU Delegation in Pretoria on trade facilitation, export promotion, inward investment and enterprise development programmes. *[May 2004 – November 2004]*

**SOUTH AFRICA: Director and Senior Policy Adviser, Business Technology Innovation support to the Departments' of Science & Technology and Trade & Industry, European Union**

Director and resident Policy Adviser to the Department of Trade and Industry and the Department of Science and Technology on a major business and market support programme in South Africa. The programme developed a technology and innovation policy for SMMEs. Provided policy, and programme implementation advice at a ministerial level on innovation, export led growth and trade



promotion/policy. Responsible for building a new trust (S21 organisation from scratch to having 18 employees and a EUR 3.5m annual budget). This trust (GODISA) facilitated the successful start-up and development of a network of 12 business and technology incubators to support SMME development in South Africa. Full responsibility for the development and successful completion of this programme. Trade facilitation and support in the following areas: Software and Embedded ICT Systems (Pretoria, Johannesburg & Durban); Mining Technologies (Randburg); Steel and Aluminium Products (Middleberg and Richards Bay); Cut Flowers for Export (Nelspruit); Biosciences (Johannesburg); Medical Products (Cape Town); Jewelry (Limpopo); Industrial Chemicals (Port Elizabeth) and Furniture Products (East London). *[December 2000 – May 2004]*

**SOUTH AFRICA: Senior Adviser, Free State Technology Incubator and Gauteng Enterprise Centre, Belgian Technical Assistance**

Adviser to the Free State Business Incubator and the Gauteng Entrepreneurship Centre on institutional delivery and effectiveness of business and technology incubators for small businesses exporting embedded hardware systems. *[January 2004]*

**SOUTH AFRICA: Senior Adviser, Market Development for Enterprises, GTZ (now GiZ)**

Adviser to six black-owned South African enterprises on market entry and export strategies and business linkages in the European Union. Arranged agencies and distribution channels in Denmark, UK, Germany and Ireland for three enterprises. *[September 2003 – October 2003]*

**ZIMBABWE: Project Director and Senior Adviser, Enterprise Development and Export Promotion, World Bank and DFID**

Project Director and Senior Adviser on the DFID/World Bank Assistance to Developing Enterprises Project Team (ADEPT). This three year project aimed to strengthen existing institutions which impact on the development of the private sector; support emerging export oriented enterprises; expand international trade and investment through a matchmaking scheme; and support a wide range of sub-sector business associations and investment promotion agencies. Overall, the project increased SMME access to, and utilisation of, business and financial support services and enhanced economic activity, including export growth, by Zimbabwean firms within the context of supportive policy reforms. *[November 1997 – November 2000]*

**JORDAN: Team Leader, Export Development and Industrialisation Programme, European Union**

Team Leader on EU funded Private Sector Export Development and Industrialisation Programme in Amman. The programme supported growth companies through general and specialist business advice, exporter support, electronic commerce, capacity building for business associations and a business collaboration and investment support. Several strategic business linkages between Jordan and the EU were facilitated. Also supported the Ministry of Industry to develop a five-year plan. *[May 2000 – October 2000]*

**SWITZERLAND: Adviser, Enterprise Development Programme to Stimulate Quality Jobs, ILO**

Provided advice to the Enterprise Development Team of the International Labour Organisation (ILO) in Geneva. Responsible for writing the guidelines regarding SME strategy interventions for developing quality jobs. This was adopted as an ILO guideline. *[April 2000 - May 2000]*

**MALAWI: Adviser, SMME support to the Ministry of Commerce and Industry, European Union**

Adviser at the startup of a two-year European Development Fund Programme to support the SMME sector through trade/export/investment policy advice to the Ministry of Commerce and Industry and the Ministry of Tourism, Parks and Wildlife. This involved WTO, GATT discussions and standards for

food products (sanitary/phyto-sanitary). Also helped to establish an SME Support Unit at the Chamber of Commerce and Industry and supported the design of an SME Intervention Fund (Matching Grants) targeted at exporters. Provided direct strategic support to sector business associations on membership services and lobbying. *[February 2000 – May 2000]*

**LESOTHO: Team Leader, Draft Policy on National SME Promotion and Development Strategy, DFID**

Led a team responsible for drafting a national policy for SME promotion, including incubation centres, training programmes, export tariffs, cross border trade, entrepreneurship awareness, advocacy processes, access to finance, access to markets, land rights, licensing and business registration. *[March 2000]*

**KENYA: Team Leader, Mid Term Evaluation of the Micro Enterprise Support Programme, European Union**

Undertook a mid-term evaluation of the Kenyan Micro Enterprise Support Programme. Review of all access to finance and non-financial programmes and a specific evaluation of the local institutions delivering programmes and their capacity to deliver. Responsible for overall outputs and an evaluation of the appropriateness of projects and institutions to meet the needs of the Kenyan Micro Enterprise Sector. The final report was approved by the Kenyan authorities and the EU Delegation in Nairobi *[December 1999 – January 2000]*

**SWAZILAND: Project Manager, Draft Strategy for the National SME Promotion Agency, GTZ (GiZ)**

Project Manager responsible for the development of the business plan for Swaziland's National SME Support Agency. Designed and delivered training and orientation workshops on the stimulation and provision of effective support to new and emergent enterprises. *[November 1999 – December 1999]*

**UNITED KINGDOM: Senior Adviser, Enterprise Advice and Support, UK Government**

Provided advice and direct support to 25 small businesses in South East England. This advice was focused on business and strategy planning and, in all cases, included growth plans and market entry strategies. The client businesses all wished to enter export markets. Advised on investment, resource planning, market research, product distribution/service delivery, competition and joint ventures/alliances. *[January 1999 – December 1999]*

**SOUTH AFRICA: Project Director and Senior Adviser, design and implementation of Trade, Business and Economic Development Policy for the newly established Northern Cape province, DFID**

Project Director and Senior Adviser on a three-year programme to support the economic development of the Northern Cape Province. Oversaw a team of six experts, designed a substantial training and development fund and a priority projects fund. Established and supported the implementation of an Economic Development Policy which focused on SMME Development, industrial development, inward investment, trade and tourism promotion and credit and consumer protection. *[December 1996 – December 1999]*

**EGYPT: Team Leader, Design of Technology Promotion and Innovation Support Programme for Industry, European Union**

Provided advice to a large existing team in Cairo on technology promotion and innovation support to encourage high growth technology enterprises with export orientation. Provided a manual for the Egyptian Government which set out a "road map" for the establishment, management and service delivery relating to the Technology Promotion and Innovation Support Centre. *[October 1999 – November 1999]*

**UGANDA: Senior Adviser, Uganda Private Sector Foundation, DFID**

Project Manager on a programme to review the service provision of the national private sector apex organisation in Uganda. Advice on trade facilitation and negotiation, membership recruitment, advocacy planning and implementation, effective awareness raising, contribution on trade policy to the East African Business Council and information/market access services. *[August 1999 – September 1999]*

**HONG KONG: Adviser, Investment Company, Peregrine Investments**

Advised the Board of investment company (*Peregrine*) on a strategy for setting up operations in India, Bangladesh and Sri Lanka and advised on appropriate alliances “in country”. *[April 1999]*

**UNITED KINGDOM: Adviser, Strategies for UK Business Link Organisations, UK Government**

Drafted strategy plans for four UK-based business link and trade and investment organisations to enable them to apply to the Department of Trade and Industry for national accreditation. *[April 1998 – July 1998]*

**RUSSIA: Senior Adviser, Private Sector Policy and Strategy for the Leningrad Oblast, European Union**

Senior SME Adviser to the St. Petersburg Economic Development and Planning Unit supporting the establishment of a medium-term strategy to develop the enterprise and investment climate. Particularly involved in assessing the appropriateness of the legal and regulatory environment for sustainable private sector growth. *[January 1998 - February 1998]*

**RUSSIA: Senior Adviser, SME Baseline Study in Ekaterinburg, European Union**

Senior SME Adviser to the Oblast Economic Development Authority. Undertook a wide-ranging baseline study to assess current service provision to SMEs and current SME needs. Developed a strategy for change including specific banking initiatives and financial instruments, an export cluster programme, a domestic investment promotion programme, the introduction of quality assurance procedures and the establishment of a permanent support network in technology for production/processing enterprises, financial management and marketing. *[September 1997 – December 1997]*

**BANGLADESH: Senior Consultant, Development of Small Business Development Programme, DFID**

An assignment undertaken for the Government of Bangladesh, funded by DFID. Responsible for assessing the policy constraints and developing an action plan in the areas of access to credit, weaknesses in the financial sector, general education, management skills, regulatory and legal barriers to trade development and soft/hard infrastructure systems as part of the private sector strategy development process. *[October 1997 – November 1997]*

**SLOVAKIA: Senior Adviser, Review of the National Enterprise Promotion Strategy, European Union**

Reviewed the strategy of the National Agency for SMEs and made recommendations relating to institutional delivery of financial and non-financial services. Established a monitoring and evaluation process and refocused the strategy of the Agency and the network of institutions on self-sustainability. *[June 1997 – July 1997]*

**MACEDONIA: Senior Adviser, Organisational Review of the National SME and Micro Finance Agency, European Union**

Appointed by the European Commission PHARE programme to monitor and evaluate progress and future plans relating to national credit and micro loan programmes targeted, by the Government of Macedonia, at the productive SME sector. Delivered a report with over 30 key recommendations. 28 of these were adopted and implemented by the Ministry for Small Enterprises. *[June 1997]*

**MACEDONIA: Team Leader, Advice on Policy Interventions to grow and sustain an Export Driven Private Sector, World Bank**

Adviser to EU PHARE and the Vice President of the Republic of Macedonia on the strategic interventions and policy processes required for a sustainable SME sector. Advised on the establishment of specific financial instruments, the institutional delivery mechanisms for these instruments, the establishment of a national network of support institutions and a policy framework for non-financial and financial support incentivisation. Established a programme to standardise domestic and foreign investment incentives and a strategy for encouraging the informal sector to enter the formal sector and, therefore, increase national revenue generating capacity. *[March 1997 – May 1997]*

**SLOVENIA: Building Consensus for the National Enterprise Promotion Strategy, European Union**

Senior Adviser responsible for the implementation of the national SME strategy in Slovenia, planning the programme for strategy consensus building on a national level. Work included the improvement of SME legislation, human resource development, SME credit schemes, institutional development and marketing, inward investment and export promotion. *[March 1997 – April 1997]*

**SLOVENIA: Project Director and Senior Adviser, Support Programme to the Slovenian National Enterprise Promotion Agency, European Union**

Advised the Ministry for Enterprise and the national Enterprise Promotion Agency on the development of an integrated SME policy for the Republic of Slovenia. Also supported the Ministry of Economic Affairs to develop a trade strategy which included the design, development and implementation of credit lines and financial instruments which were specifically targeted at the SME sector. *[September 1996 – December 1996]*

**LATVIA & LITHUANIA: Team Leader, Evaluation of Baltic Enterprise Support Programmes, DFID**

Project Director on this assignment established to develop the capacity of Latvian and Lithuanian SME support organisations and to assist SMEs in adapting successfully to a market economy. This involved support to the national Chambers of Commerce and its regional offices, in both countries, in the areas of international trade development, market research and business planning. It also involved the secondment and mentoring of key Chamber staff, to the UK. *[August 1996 – November 1996]*

**RUSSIA: Consultant, Review and Evaluation of UK Support to Enterprises, DFID**

Asked by the UK Know How Fund (now DFID) to join an internal team to review and update the SME policy advice and development strategy in the Russian Federation. This involved a baseline review of all SME programmes - a comparative review of programmes being undertaken by EU TACIS, EBRD, IBRD and USAID. Assessed the economic impact of policy advice and the effect of local support measures on the trade, investment and enterprise climate. Focused on regulations, legislation, tax regimes, institutional capacity, the development of financial instruments and support for export oriented, high growth potential firms. *[August 1996 – September 1996]*

**POLAND, SLOVAKIA & THE CZECH REPUBLIC: Adviser, Strengthening Small Business Promotion and Development, European Union**

Helped to establish and support a sustainable network of SME and Investment support institutions in Poland, Slovakia and the Czech Republic. Developed a methodology for undertaking “quick scan” health checks of medium sized businesses which were created as a result of the national state enterprise privatisation programmes in all three countries. *[January 1996 – March 1996]*

**BELARUS: Senior Consultant, Development of a Private Sector Regulatory Framework, World Bank**

Advised the World Bank on the development of draft legislation which enabled the Belarus Government to establish the framework for investment incentivisation and a trade policy framework. *[June 1995]*

**HUNGARY: Senior Consultant, Capacity Building Plan for the Hungarian National SME Promotion Agency and Regional Agencies, Kent County Council and the Prince of Wales Trust**

Designed and developed an institutional strengthening plan for the National SME Promotion Agency in Budapest and a five-year strategy and two year business plan for a local enterprise support agency in Bacs Kiskun county (Kecskemet). *[January 1995 – March 1995]*

**SRI LANKA: Senior Consultant, Sri Lanka Trade and Commodity Reform Programme, World Bank**

Assessed and evaluated the progress of the Sri Lankan Trade Reform Programme on behalf of the World Bank and the Government of Sri Lanka. Lead responsibility for a commodity report on the sugar industry and sugar exports. All recommendations were approved by the World Bank and the Sri Lankan Government. *[February 1995]*

**ROMANIA & BULGARIA: Senior Adviser, Review of National Small Enterprise Policy and Institutional Set Up, European Union**

Senior Adviser on a small and medium sized enterprise development assignment to assist the Governments of Romania and Bulgaria to review its national SME policy. Designed and developed measures to reduce the administrative and regulatory burden on emerging SMEs. The recommendations were adopted in both Romania and Bulgaria. *[January 1995 – February 1995]*

**VIETNAM: Trainer, Enterprise Management and Leadership Development Programme, UNDP/ UNIDO**

Designed and managed two programmes on enterprise management and leadership development for entrepreneurs from Ho Chi Min City. This work was undertaken for the United Nations Development Programme and has since been repeated elsewhere in Vietnam. *[December 1994]*

**KAZAKHSTAN, TAJIKISTAN & UKRAINE: Consultant, Development of National Enterprise Promotion Policies, European Union**

Asked by the EU Tacis Programme in Brussels to undertake a national review of the emerging private sectors in Kazakhstan, Tajikistan and Ukraine and delivered reports in each case. These reports set out the effectiveness of the sector and the policy levers and regulatory and institutional framework required to generate private sector growth. Each report was accepted by the the national governments and the EU Tacis office in Brussels. *[February 1994 – May 1994]*

**HUNGARY: Team Leader, National SME Development Programme, European Union**

Team Leader and Programme Director on a major programme to develop a sustainable SME sector in Hungary. The programme was financed by the EU and the Government of Hungary. Jointly responsible for a total budget of over ECU100 million. Responsibilities included: establishing the logistical and support framework for the programme; advising the inter-parliamentary committees on local government and small businesses; supporting the development of fast growth export led businesses; establishing a national network of 20 local enterprise agencies; establishing a subordinated loan and micro credit programme delivered through local bank networks; and securing over ECU3.5m of funds and technical support from bilateral donors. *[August 1991 – January 1994]*

**ITALY: Trainer, Support to EU Development Programmes in Turin, European Union**

Supported a European Commission (EC) initiative for the staff at the EC training centre in Turin. Was involved, together with an ILO team, in supporting a programme for enterprise managers from 13 central and eastern European countries on export led growth and joint venture/alliance management. *[August 1992]*

**PORTUGAL: Senior Adviser, City of Lisbon Trade Board, Government of Portugal**

Advised the City of Lisbon Trade Board on an effective enterprise development and investment promotion strategy for the City. This assignment involved a detailed comparative study of city based enterprise strategies in Hanover, Amsterdam and Lyon and resulted in a detailed strategy document; later implemented by Coopers & Lybrand, Lisbon. *[June 1992]*

**FRANCE: Adviser, Enterprise Twinning between France and Hungary, European Union**

Worked closely with the Ile de France department in Paris to bring together Hungarian and French joint venture companies. The project resulted in three successful joint ventures between manufacturing companies. *[May 1992 – June 1992]*

**KENYA: Team Leader, Small Business Baseline Study, DFID**

Undertook an SMME baseline study in Mombasa for DFID and made recommendations on a series of cost-effective support measures to help the growth of existing SMMEs and to encourage a greater number of “startup” and “export oriented” enterprises in the coastal region. Recommendations were accepted and implemented. *[February 1992 – May 1992]*

**BELGIUM: Consultant, Regional Development Plan for Gom Vlaams Brabant Development Agency**

Advised on the development of a regional Small Business Development Strategy for the Gom Vlaams Brabant Development Authority. Delivered a strategy which focused on the high growth export sector and linked regional support to the national incentivisation package for small exporters. *[May 1992]*

**INDONESIA: Consultant, Regional Economic and Trade Development Strategy for Sumatra, Asian Development Bank**

Consultant supporting a regional economic and trade development plan and strategy for Sumatra. Specifically focused on the production of SME development plans for tourism, agro-processing, agri-tourism and transport sectors. *[July 1991]*

**ANGOLA: Facilitator, Private Sector Reform Initiative, British Embassy in Luanda**

Responsible for arranging and managing a series of best practice seminars, targeted at Ministers and senior civil servants, relating to regulatory changes and fiscal policy for the private sector. The recommendations included fiscal incentivisation measures, small business support, export and import tariffs, incentivisation for investors and export credit guarantees. The recommendations made were accepted and implemented. *[June 1991]*

**ZAMBIA: Consultant, Stimulating Private Sector Investment, DFID**

Provided advice to the Ministry of Industry and Commerce on incentivisation measures to encourage greater private sector investment via domestic and international funding sources. *[September 1990 – October 1990]*

**TANZANIA: Consultant, Private Stimulation and Inward Investment Study, World Bank**

Consultant on a World Bank programme to support the development of the Private Sector in Tanzania. Specifically responsible for the development of options for encouraging inward investment (strategic and capital) and designing credit lines for micro-enterprises. Designed a programme which was later implemented. *[April 1990 – June 1990]*

**GHANA: Consultant, National SME Lending Programme, DFID**

Responsible for conducting internal and external management and organisational reviews and introducing training and management development programmes, both within the major commercial banks and amongst the larger commercial and industrial clients. The aim of the project was to design, develop, pilot and “roll out” a national programme which offered appropriate financial instruments for the micro and small enterprise sectors in Ghana. *[January 1990]*

**GHANA: Consultant, Financial Sector Reform and Structural Adjustment Programme, World Bank**

Member of the reorganisation and restructuring team responsible for the administrative reorganisation of banks into a new area management structure and a restructuring of the centrally based support units. The restructuring process was part of the Government of Ghana’s Financial Sector Reform Programme/Structural Adjustment Loan Programme. Was also responsible for producing a report for the Ghanaian Government on enterprise development and the provision of rural credits through retail banking outlets. *[July 1989 – September 1989]*

## **Selected Publications and Keynote Presentations**

---

- *Systemic team coaching, Rol and new tools and techniques. Reading University [March 2021]*
- *Effective tools for team and organisational coaching. Reading University [March 2020]*
- *Presentation on BRICS Policy on Trade Integration, Manila Trade Conference (UNCTAD) [September 2014]*
- *EU Trade Policy Dialogue – A paradigm shift through EEAS, Belgium Government Conference [April 2014]*
- *Presentation of Mobilisation of Domestic Resources in Malawi, Rwanda and Zambia, SAIIA, [September 2013]*
- *Trade Reform and the Future of Economic Partnership Agreements in Africa, Stellenbosch University [December 2012]*
- *Mapping the Sectoral Policy Dialogue in EU and South Africa, Presentation to EU & SA Government [June 2011]*

- *Strategic Partnerships – the glue that makes them meaningful*, Presentation to SA Government [March 2011]
- *The Base of the Pyramid – a good place to start!*, Presentation to Sussex University IDS [February 2010]
- *Strengthening the Private Sector*, University of Stellenbosch Journal of Economics [April 2009]
- *Presentation to Donor Community Conference in Accra on Business Advocacy and Customs Reform* [July 2007]
- *Developing High Grown Enterprises*, Economy One (Dublin) [February 2007]
- *Coaching top teams in African trade and politics for a "win win" strategy*, African Development Journal [January 2005]
- *Sustainable Local Economic Development in South Africa*, EIU [July 2004]
- *Innovation in small black owned companies in South Africa*, National Business Incubator Association [February 2004]
- *Venture Coaching in an Incubator Environment*, University of Witwatersrand [May 2003]
- *Innovation for Sustainable Competitiveness*, Innovation Fund, Johannesburg [January 2003]
- *Effective Business and Technology Skills Transfer to SMMEs*, Tabeisa International Conference [October 2002]
- *New Tools for Operational and Organisational Effectiveness*, IOD, Johannesburg [November 2002]
- *A Handbook for Business & Technology Incubator Management*, RSA Govt Press [October 2001]
- *Investment Promotion and Trade - A new paradigm for South Africa*, WITS University [February 2001]
- *Technology & Strategic Investment Support to UK Businesses in Kent*, Imperial College, London [October 1999]
- *Further Options for UK Small Business and Investment Support*, DTI, UK [November 1998]
- *Strategies for Trade Development in South Africa*, SOAS, London University [September 1998]
- *Overcoming barriers - high growth, technology based firms in Russia*, St Petersburg
- *SME Business Assistance & Investment Promotion Measures in Europe*, Imperial College, UK [June 1997]
- *Institutional Support for Enterprise & Investment in Europe*, Imperial College, London [July 1996]
- *Entrepreneurial Development in Central Europe*, Hungarian Economic Development Review [June 1995]
- *A Comparative Review of Enterprise Growth in the Visegrad Countries*, EIU [November 1993]
- *Entrepreneurs and Natural Leaders in Hungary - Enterprise Development*, ITD [April 1993]

## Previous Work History

---

### **Director of European & African Operations, Cardno Emerging Markets (UK), Oxford, UK**

Cardno Emerging Markets in an International Development Consultancy employing over 800 people. Responsible for the operations in Europe and Africa, including five businesses and had lead responsibility for winning and delivering work in the area of private sector development, trade and transport infrastructure. Major clients included DFID, the African Development Bank and the European Union. [2014 – 2015]

### **Director, WYG International Ltd, Nottingham, UK**

WYG is an international Development Consultancy. Director with responsibility for Africa programmes and private sector development advice. Major clients included the European Union,



the ACP Secretariat, the Asian Development Bank, SADC and the Development Bank of Southern Africa. [2008-2011]

**Director, DAI Europe Ltd, London, UK**

DAI Europe is a subsidiary of the DAI Group in Washington DC. It is an international consultancy. Responsible for the development and delivery of projects and programmes in the area of enterprise and banking. Major clients included DFID, EBRD, KfW, GiZ, Danida, the World Bank and the European Union. [2006-2008]

**Deputy Managing Director, Eurecna SpA, Venice, Italy**

Eurecna is a small development consultancy operating in the European Union (DEVCO) market. Responsible for delivering regional development and technology incubation programmes in Africa. [2004]

**Director, Maxwell Stamp plc, London, UK**

Maxwell Stamp is an independent company which specialises in delivering world class economic consulting services to the public and the private sector. Shareholder and Board Director with responsibilities for enterprise development and marketing. [1996 – 2000]

**Joint Managing Director, RIPA Ltd, London, UK**

RIPA is the successor organisation to the Royal Institute of Public Administration in London. Responsible for all private sector development consulting in developing and transitional economies and provided transition on enterprise development policy and practice to senior civil servants from around the globe. [1994-1996]

**Principal, Coopers & Lybrand, London, UK**

Coopers & Lybrand is a predecessor firm to PricewaterhouseCoopers. Senior Manager and the Head of the Private Sector Development Unit for Developing Countries. Also a principal consultant in the policy and economics advisory division and undertook over 30 projects in the UK, wider Europe, Africa, south Asia, Far East, eastern Europe and the Middle East. [1989 – 1994]

**Head of Small Business Lending (VSO), Ghana Cooperative Bank, Accra, Ghana**

The Ghana Cooperative bank is a popular bank for small farmers. As a volunteer with VSO, helped to establish a micro credit programme for cocoa and palm oil farmers. Also developed a training programme for the bank's small business clients, which included business planning, business organisation and basic bookkeeping. [1986 – 1989]

**Field and Brand Manager, Procter & Gamble, New York, USA and Newcastle, UK**

Procter & Gamble is the largest consumer goods company in the world. Responsible for managing two brands and supported field sales teams and product distribution networks. [1983 – 1986]

## **Relevant Personal Development**

---

- *Transition course for the International Coaching Federation. Reading University [2019]*
- *Making Markets Work for the Poor (M4P) Training Course, Springfield Centre, Bangkok [2015]*
- *Executive and Business Coaching Certificate, UWE and ILM [2015]*
- *University (Pretoria) Short Courses in Change Management and Strategic Change [2004]*
- *University (Witwatersrand) Short Courses in Investment Analysis, Leadership & Finance [2004]*

- *Certificate in Business Evaluation Techniques*, University of Witwatersrand [2003]
- *Tools for Analysing the Competitiveness of Organisations*, University of Cape Town [2003]
- *New Venture Creation Certificate*, University of Witwatersrand [2003]
- *Registered Behavioural Coach and Master Coach* [2003]
- *Certificate in Venture Capital Investment*, University of Witwatersrand [2002]
- *Rapid Appraisal Tools for Organisational Effectiveness*, Steinbais Foundation, Germany [2001]

## **Relevant Voluntary Positions**

---

- Volunteer coach to small businesses, North Yorkshire
- Member of the Technical Board, Agricultural Markets Development Trust, Tanzania
- Ex Chair of UK Enterprise Support Institutions
- Ex Non-Executive Director of UK Business Link, Responsible for International Affairs
- Ex External Adviser to the Intermediate Technology Development Group
- Ex External Adviser to Action Aid
- Ex Non-Executive Director to the Branson Foundation for Enterprise, Johannesburg
- Ex Non-Executive Director to the Innovation Hub in Pretoria
- Adviser to the Enterprise in Development Centre in Pretoria