

Curriculum Vitae: Dr. Rachel Shah

Rachel is a market systems development (MSD) consultant, researcher and trainer with wide-ranging experience in technical backstopping, applied research, training, and project management. She has a PhD in Development Anthropology, and an MA in Research Methods and has worked in the private sector, academia and non-governmental organizations. Rachel has been trained in the use of a variety of research methods, including 'innovative' research methods such as Social Network Analysis and ethnography. She uses these to support teams in conducting research to inform design ('diagnosis'), uncover counter-intuitive insights into how things work, and analyse incentives holistically and contextually. An anthropologist by training, Rachel has a specific interest in the application of systems development to 'non-traditional' sectors, and in the social, political and behavioural drivers of change.

Rachel has contributed notably to research and measurement in the MSD field. Recently, she led the development and delivery of a research framework and analytical methodology for an approach to ex-poste sustainability assessment for systemic change programmes, and co-authored guidance on how to assess systems change. She is also a trainer on Springfield Centre's two-week course on Making Markets Work for the Poor (M4P), co-leading the popular *Measurement: Information into Use* elective.

Personal Details

Nationality:	British
Qualifications:	PhD Development Anthropology, Durham University, 2017 MA Research Methods (Anthropology), Durham University, 2011 BA (Hons) Combined Honours in Social Sciences, Durham University, 2005
Language Skills:	English (mother tongue), Indonesian (fluent in Eastern Indonesian dialect, conversational in standard Indonesian), French (basic), Walak (basic)
Accreditation:	Fellowship of the Higher Education Academy through the Postgraduate Certificate of Academic Practice, Durham University, 2017 Durham University Learning and Teaching Award, conferring Associate Fellowship of the Higher Education Authority, 2015

Current Position

Consultant, The Springfield Centre, UK. The Springfield Centre focuses on economic reform and private sector development and its main activities include:

- Training: both in the UK and abroad;
- Development projects: medium and long-term partnerships with particular institutions;
- Research: that provides the basis for new programme development;
- Consultancy: specific studies undertaken at the request of clients.

Career History

2017 – current	Consultant, The Springfield Centre, Durham, UK
2016 – 2017	Anthropological Consultant in International Development (freelance) Senior Anthropology Tutor at Durham University, UK Business Development and Administration at Annie Barr Associates, UK
2010 – 2016	PhD Researcher, Durham University, UK
2008 – 2010	MA Research Methods, Durham University
2007 – 2012	Manager, The Bradfield Club in Peckham (NGO focused on urban development)

Relevant Experience

GLOBAL: Lead trainer ‘The Art of Investigation – Qualitative Research Methods for Development’

Developed and launched a new course on qualitative research methods for development. This interactive online course focuses on building participants’ practical skills, in interviews, focus groups and field visits, from planning through to analysis. *[February 2021 - ongoing]*

GLOBAL: Systems change researcher for Agenda for Change Global Hub (AFC), in collaboration with AguaConsult

Use data-rich examples of WASH systems strengthening efforts by AFC members Water For People, WaterSHED and RANO WASH to test a process of assessing and capturing systems change, and of analysing their contribution to it. This assignment involves developing/adapting a framework for system change assessment, applying it to the available data and supplementing it with remotely-managed primary research where feasible, analysing the emerging information, documenting the systems change narrative in short case studies, presenting learning to AFC and developing guidance for members to use in the future. *[June 2021 – ongoing]*

GLOBAL: Systems change results measurement consultant for the Dutch Good Growth Fund (Dutch Ministry of Foreign Affairs)

Working with a colleague to lead the DGGF youth finance team through a series of workshops, coaching and researching activities that enable them to improve their strategies, having assessed them through a systems change lens, reflect on the adequacy of the operational management processes to fulfil DGGF’s mission, and improve the monitoring and results measurement accordingly *[June 2021 – ongoing]*

GLOBAL: Social network analysis trainer, adviser for Swiss Import Promotion Programme team (SECO)

Developed a training session on principles of social network analysis to support SIPPO in their use of the method in their analysis. Providing additional advisory inputs on use of the method and interpretation of the results as needed. *[June 2021]*

INDONESIA: Trainer and advanced clinic facilitator for senior staff and donors of PRISMA (DFAT)

Designed and delivered virtual training (for staff) and advanced clinic workshops (for senior staff and donor representatives) on all aspects of market systems development implementation, as part of a three person Springfield team. *[April 2021 – ongoing]*

GLOBAL: Trainer and mentor (Mercy Corps)

Designed and delivered virtual training and mentorship workshops on ‘Managing for scale’ and ‘Monitoring and results measurement;’ supported Mercy Corps mentees through ‘mentorship circle’ gathering; collated, supported revision of and developed global learning materials. *[Feb – April 2021]*

GEORGIA: Trainer on qualitative research methods for the Rural SMEs Development Project team (SDC)

Designed and delivered an interactive half-day workshop (online) on qualitative research methods, focus on skills for semi-structured interviewing. *[January 2021]*

PAKISTAN: Researcher, ex-poste sustainability assessment and systemic change case study for MDF Pakistan (DFAT)

Completed a ‘baseline’ assessment of MDF Pakistan’s flagship interventions in silage, and set up the following three phases of a sustainability assessment to be conducted in 2022. In tandem, updating MDF Pakistan’s case study which captures and communicates MDF Pakistan’s contribution to systemic change in the fodder market for smallholder farmers. The updated case study reflects MDF’s most recent strategic and measurement frameworks, while communicating MDF’s approach and impact in non-technical language to a broad audience. *[November 2020 - ongoing]*

GLOBAL: Final independent evaluator for The ILO Lab Phase II (SECO)

Delivered a final independent evaluation of the second phase of the 'Market Systems Development for Decent Work' project, known as the Lab. The Lab is a global project implemented by the ILO and funded by SECO whose purpose is to institutionalise, mainstream and generate knowledge on a market systems approach to decent work, both inside and outside the ILO. *[August - October 2020]*

ZAMBIA: External reviewer with Market Systems Development lens for Musika (Sida)

Co-delivering independent review into Musika's activities for Sida Zambia. The review has wide-ranging objectives, including providing both a retrospective evaluation of Musika's performance in achieving its programmatic and operational objectives to date whilst also assessing the appropriateness of Musika's current approach and organisational capacity for achieving their overall objectives in three key areas: performance, approach and organisational capacity. *[May 2020 – ongoing – fieldwork on hold due to COVID-19]*

LEBANON: Consultant, strategy development and technical backstopping to support livelihoods amongst host and refugee communities in east and north east Lebanon, ILO

Providing strategy and intervention development focused on income opportunities for Lebanese farmers and decent work opportunities for Syrian refugees in the greenhouse horticulture sector in Akkar and Bekaa regions. Leading on Measurement and Results Monitoring (MRM) support, including providing technical input and capacity building to set up MRM systems. *[March 2020 – ongoing]*

GLOBAL: Co-author of new cross-agency guidance on how to assess system changes in development projects (DCED, Springfield, Miehlbradt Consulting, Hans Posthumus Consulting)

Co-developed a new framework for assessing system change that can be widely applied, including by programmes using a variety of different systemic change definitions and frameworks, accessible to practitioners in a diverse range of sectors, and implemented with internal resources, using familiar research methods. Numerous outputs including written guidance, online videos and online webinars for donors, implementors and measurement specialists. *[January – October 2020]*

SRI LANKA: Sustainability Researcher for the ILO Lab – assessing the sustainability of the Enter-Growth programme's impact a decade on

Conducted a research initiative to investigate the sustainability of the ILO Enter-Growth Project a decade after the programme closed, as part of a two-person team. This has required defining sustainability in measurable terms, developing a new approach for ex-poste measurement of sustainability that can be applied to systems change programmes, and outlining a research and analysis methodology *[August 2019 – May 2020]*

TANZANIA: Annual Reviewer for Gatsby Africa's Textile Development Unit (TDU)

Led a three-person Springfield/Gatsby team to conduct a review of TDU's strategy, partnerships, positioning, ways of working and activities. Outputs included a day-long workshop to discuss findings with the team, debriefs for management, and written recommendations and findings. *[September – November 2019]*

TANZANIA: Annual Reviewer for Gatsby Africa's Cotton Sector Development Programme (CSDP)

Undertook an annual review as part of a three-person team, focused on analysing CSDP's activities and progress over the last year, current position, and future options in light of significant recent changes to the sector. Outputs included briefings to multiple audiences as well as a written report. In addition to the usual review process, I had specific responsibility for evaluating existing and potential strategic synergies between TDU and CSDP. *[September – October 2019]*

INDONESIA: Consultant for Swisscontact's Sustainable Cocoa Production Programme (SCPP)

Facilitated an internal strategic review of current partnerships and activities and of the potential for innovation using research tools including Social Network Analysis, with colleagues. Provided technical advice on design of data collection instruments. Authored a series of internal papers and

presentations articulating current status, strategic goals, innovation, research, testing and piloting potential, and activities to be pursued during the remaining funded period. *[April – May 2019]*

GLOBAL: Trainer, ‘Measurement: Information into use’ elective, *Making Markets Work*

Co-deliver an elective on measurement as part of The Springfield Centre’s semi-annual training course in systemic change approaches to development. *[April 2019 – ongoing]*

KENYA: Researcher, Market Systems Analysis of youth vocational training and placement system and strategic advice for Generation Kenya

Researched and co-authored a report providing an initial analysis of the constraints and opportunities facing youth employment in Kenya and the current role and performance of Generation Kenya’s ‘education-to-employment’ methodology. The analysis explored the implications of Generation taking a more systemic approach to youth employment and led to recommendations on how its approach and strategy could be rendered more sustainable and scalable. *[February – April 2019]*

MOLDOVA: Consultant, Technical backstopping for grape and berry market systems programmes, HEKS/EPER (Swiss Church Aid)

Provided backstopping support to the grape and berry market system development teams to support their interpretation and analysis of diagnostic data and learnings following previous programme reviews. Supported the team to learn how to use problem trees, backstopping a process for identifying evidence gaps, mapping markets and supporting markets, defining underperforming functions, translating findings into a vision and testing the theories of change of existing intervention ideas. Designed and ran training on preparing for partner interviews. *[January 2019]*

GEORGIA: Lead Consultant, Case Study, Media and Information Interventions in Alliances Caucasus Programme (SDC)

Consulted, researched and authored a case study on the SDC-funded Alliances Caucasus Programme’s work in media and information. Few market systems development programmes work on developing media systems, despite the potential ability media has to address constraints at scale. The programme wanted to share its learnings from a decade of working with media to address constraints in agriculture. Rachel reviewed programme documents, and interviewed programme staff and programme intervention teams in Georgia and produced a case study to support learning, with recommendations on what could be done differently in the future for even better outcomes. *[October – December 2018]*

INDONESIA: Editing and writing case studies on lessons-learned, Australia-Indonesian Partnership for Rural Economic Development (AIP-R)

Worked on a series of case studies to develop their structure, clarity and conceptual contributions whilst retaining their technical insights. This was delivered through the case study outputs, which were approved. These case studies present lessons learned on scale and sustainability, working with the private sector, working with the public sector and through the use of embedded adaptive management approaches. Two of these case studies involved the application of new MSD frameworks, which Rachel helped to develop and publish. *[July – October 2018]*

ETHIOPIA: Consultant, Livelihoods Improvement for Women and Youth (Li-WAY), Swedish International Development Cooperation Agency (Sida)

Advised and trained a multi-NGO consortium in an M4P diagnostic approach for the inception stage of this large and complex Sida-funded project in Addis Ababa, which led to the programme being commissioned for implementation. Rachel provided technical backstopping, and analysis of the principal and supporting markets in the main sectors relevant to women and young people. She delivered training and backstopping on monitoring and results measurement for the programme and had responsibility for the design of interventions for programme implementation. *[October 2017 to May 2018]*

UK: Consultant, War Child, Financial Analysis of UK Involvement in the Yemeni Crisis

Conducted analysis of UK humanitarian spend in Yemen for comparison with net profits and tax revenue to UK from arms sales to Saudi Arabia, for use in War Child campaigns (operated as subcontractor to Foresight Economics). The launch of this report led to extensive media coverage from outlets such as Al Jazeera, the Independent, The National and Middle East Eye. [April 2017]

UK: Consultant, Ipsos MORI, Indonesia Expert

Advised Ipsos MORI ethnography team on research methodology and pertinent ethnographic information in preparation for a research trip to Indonesia. An innovative advisory section Rachel included on 'Perceptions of "Westerners"' was considered particularly useful and worth including in future Ipsos MORI projects. [April 2016]

UK: Researcher (Voluntary), Centre for Social Justice and Community Development

Designed and led participatory research project for local NGO in West Newcastle. Trained participants in interviewing and ethics, oversaw the participant-led data collection, and co-authored a report for publication in an edited academic book. Jointly conducted participatory action focus-group research on ethnicity and its perceived relationship to residents' access to benefits; wrote report for NGO outlining findings which they used as evidence to support their ongoing operations. [2014-15]

INDONESIA/UK: PhD Researcher, Durham University, Education in International Development

Conducted in-depth quantitative and qualitative ethnographic research into the relative benefits and disadvantages of introducing schools to rural populations, according to different stakeholders. Conclusions included that often-invisible differences in values and conceptual frameworks between key stakeholders frequently prevent development goals being achieved. Findings have since been used to inform educational projects' policy and practices in running schools in the Papuan highlands, where Rachel advising on strategy and conducting research into multiple national curricula for a school supported staff development programmes [2010 – 2016]

UK: Research-Driven Strategy, The Bradfield Club in Peckham

Managed a youth and community centre in North Peckham. Many of the residents, who regularly faced prejudice and poverty, were wary of new initiatives. I used research to determine strategy and drive implementation. The outcome was over a thousand individual engagements with teenagers in the first five months, and the average weekly attendance rising more than tenfold. [2007 – 2012]

Selected Publications and Presentations

Reports and Research Publications:

- Barlow, S. and Shah, R. (2020) 'The Enter-Growth Programme: A Decade On.' An ex-poste sustainability evaluation which applies a systemic change lens. Available at: <https://www.springfieldcentre.com/the-enter-growth-programme-a-decade-on/>
- Posthumus, H; Shah, R.; Miehlbradt, A. and Kessler, A. (2020) 'A Pragmatic Approach to Assessing System Change' and associated 'How-to' guide. Available at: <https://www.springfieldcentre.com/a-pragmatic-approach-to-measuring-system-change/>
- Shah, R. and Fogelberg, K. (2019) 'Developing Media Market Systems to Address Agricultural Constraints: A Case Study for the ALCP, Georgia,' report for *Mercy Corps Georgia*. Available at: <https://www.springfieldcentre.com/developing-media-market-systems-to-address-agricultural-constraints/>
- Lomax, J. and Shah, R. (2018) 'Unpacking incentives and capacities: factors affecting actor behaviour change.' *The Springfield Centre Working Paper*. Available at: <https://www.springfieldcentre.com/unpacking-incentives-and-capacities-factors-affecting-actor-behaviour-change/>

- Shah, R. (2018) 'A Reality Check for Rapid Immersion in Development Research,' *The Springfield Centre Working Paper Series Number 5*. Available at: <https://www.springfieldcentre.com/springfield-working-paper-series-5-a-reality-check-for-rapid-immersion-in-development-research/>
- Shah, R. (2017) 'An Ethnographic Analysis of the Use of Schooling as an International Development Tool in Eragayam Tengah, Papua. PhD Thesis. Durham University. Available at: <http://etheses.dur.ac.uk/11893/>
- Shah, R. (2016). 'Leisure, Labour and Learning', in Baillie Smith, M., Brown, E. Skinner, A. and Troll, T. (eds.) *Education, Learning and the Transformation of Development*. Oxon: Routledge, pp. 36-49.
- Shah, R. (2015). 'Questions of Power in Schooling for Indigenous Papuans', in Sillitoe, P. (ed.) *Indigenous Studies and Engaged Anthropology: The Collaborative Moment*. Farnham: Ashgate, pp. 235-255.

Conference Papers and Workshops:

- 'What do we mean by sustainability?' *Creating more and better jobs: how can we use a systemic approach for impact at scale?* hosted by the ILO, the ILO Lab and SDC, Geneva, 4th Feb 2020
- Half-day workshop: 'Market Systems Development: Using Applied Research to Achieve Systemic Change, Sustainability and Scale in International Development.' *Engaging Change in Turbulent Times*, Portland, 19 – 23 March 2019.
- 'Explanations of Schooling Failure in Papua' *Engaging Change in Turbulent Times*, Portland, 19 – 23 March 2019.
- 'Why is State Schooling Failing in Papua?: Is Micro-data Useful for Interpreting Macro-development Problems?' *Sustainable Futures: Society for Applied Anthropology Annual Meeting*, Philadelphia, 2 – 7 April 2018.
- 'Are Schooling and Indigenous Education Incompatible?' *Trails, Traditions and New Directions: Society for Applied Anthropology Annual Meeting*, Santa Fe, 28 March - 1 April 2017.
Won the Gil Kushner Memorial Travel Award from the Society for Applied Anthropology, and the 'Best Student Paper' Award from the Society for Anthropological Sciences.
- 'The Cost Indigenous Papuans Pay for Succeeding in Education,' *Footprints and Futures: the time of anthropology: Association of Social Anthropologists Annual Conference*, Durham, 4 – 7 July 2016.
- 'Schooling Is Not Acultural: How Understanding the Concept of Work Illuminates Challenges Facing Parents and Educators of Papuan Children,' *Insights into People In/And Context: Durham Postgraduate Conference*, Durham, 27 April 2016.
- 'The Wider Impact of Schooling-as-Development,' *Intersections: Society for Applied Anthropology Annual Meeting*, Vancouver, 29 March - 2 April 2016.
- 'Imagined Embodied Experiences of Social Change in Papua, Indonesia,' *Europe and the Pacific: European Society for Oceanists Annual Conference*, Brussels, 24-27 June 2015.
- 'Understanding Schooling in Terms Beyond Its Own,' *Where Will Your Research Take Us?: Durham Postgraduate Conference*, Durham, 29 April 2015.
Won 'Best Speaker' Award.
- 'Productive Frustrations, Frustrating Production,' *Symbiotic anthropologies: theoretical commensalities and methodological mutualisms: Association for Social Anthropologists Annual Conference*, Exeter, 13-16 April 2015.

Invited Guest Lectures:

- 'Undermining Us and Them Thinking: What Does Anthropology Offer Development?' lecture for *International Health and Development* undergraduates [March 2017]
- 'Schooling, International Development and Economic Anthropology,' series of three lectures for *Political and Economic Organisation* undergraduates [Nov/Dec 2017]
- 'Ethnography' introductory lecture for Anthropology undergraduates [Oct 2016]
- 'Informed Consent,' guest lecture for *Introduction to Anthropological Theory and Methods* undergraduates [Oct 2015]