

# BEN FOWLER

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*Results measurement and economic development specialist with a track record of crafting and executing private sector solutions.*

**Nationality** Canadian  
**Languages** English, Spanish and Portuguese (Advanced), French and Kiswahili (Intermed.)  
**Countries** Afghanistan, Brazil, Bolivia, Canada, Cambodia, Egypt, Ethiopia, Ghana, Guatemala, Haiti, Honduras, India, Italy, Kenya, Mali, Mozambique, Nicaragua, Nigeria, Pakistan, Peru, South Africa, Swaziland, Syria, Tanzania, Tajikistan, Turkey, Uganda, Ukraine, USA, Zambia, Zimbabwe

## KEY SKILLS:

- ♦ Results Measurement for market systems: applying and auditing the DCED Standard, results chains, performance management frameworks, logframes and learning frameworks
- ♦ Evaluating market systems and private sector development programming, including value for money
- ♦ Market systems / private sector development project design, management, backstopping and training
- ♦ Value chain selection, analysis, subsector assessment, enabling environment analysis, market research

## PROFESSIONAL EXPERIENCE:

### **MarketShare Associates: *Principal Consultant***

2009 – PRESENT

- ♦ Principal Consultant leading a growing practice specializing in monitoring, evaluation and private sector development (refer to *Sample Consultancies* below).

### **MENNONITE ECONOMIC DEVELOPMENT ASSOCIATES (MEDA): *Senior Consultant / Project Manager***

2005 – 2009

- ♦ Developed and supported over 10 value chain development projects, for subsectors including beef and dairy cattle, poultry, sesame, high value fruit, and coffee.
- ♦ Managed over \$8 million in budgets and wrote over 10 successful bid proposals.
- ♦ Cultivated a range of new consulting clients; consistently received positive feedback and repeat requests for work.

#### *Selected Project Management:*

- ♦ World Bank – Sustainable Management of Tumbes Mangrove Sanctuary Peru
- ♦ CIDA – Sesame Competitiveness and Export Development Nicaragua
- ♦ IADB – Dynamic Value Chains in Natural Protected Areas Peru
- ♦ Toyota Corporation – Microhydro Power Peru
- ♦ Chemonics (USAID) - Business Incubation Peru
- ♦ AgroMonitor MIS System Product Development and Marketing Various

### **AGA KHAN FOUNDATION (AKF): *Manager, Rural Enterprise Development Unit, Kenya***

2004 – 2005

- ♦ Managed microenterprise / microfinance unit and 7 staff within an area-based integrated rural development program, the Coastal Rural Support Programme (Kenya) CRSP(K).
- ♦ Developed AKF's 2005 Rural Income and Employment Strategy for Kenya.

- ♦ Coordinated handover of financial services to Aga Khan Agency for Microfinance
- ♦ Led development of 4 agricultural value chains: mango, beekeeping, aloe and neem.
- ♦ Accomplishments: developed private sector supply chains for several commodities (honey, neem products), negotiated new incentive-based production contract that raised farm-gate prices 30-50%, developed community-remunerated extension system, and reduced over-due loans by 66% within 3 months of being hired.

**FUTURO PARA TODOS MICROFINANCE INSTITUTE: *Business Development Officer, Guatemala***  
2003

- ♦ Developed and implemented multi-module business skills training program for microfinance clients to address critical non-financial constraints. Created the program's monitoring and evaluation system, including baseline, management information system, and project indicator selection.
- ♦ Accomplishments: adoption of minimum savings regulations, more rigorous client selection criteria, implementation of longer-term monitoring policies, broader investment options for group savings, and improved understanding of impact of client business profiles.

**SAMPLE CONSULTANCIES:**

*Results Measurement and Evaluation*

**McKinsey & Company: *Learning Framework Development, Tanzania*** *Ongoing*

Developing the learning framework for PEMANDU and McKinsey & Co.'s Delivery Lab concept that transforms governmental planning and implementation. First successfully applied in Malaysia and now being piloted by the Government of Tanzania in 6 sectors: water, education, agriculture, resource mobilization transport and energy.

**International Finance Corporation / DCED: *Global Roll-Out of the DCED Standard*** *Ongoing*

Leading a four-person team that is developing tailored marketing and technical materials to bring the Donor Committee for Enterprise Development (DCED) Standard to new audiences and increase adoption.

**CARE: *Market Engagement Progress Review and Reporting*** *Ongoing*

Reviewing CARE's global knowledge management systems to synthesize its overall progress in supporting market engagement and presented within an international publication.

**IFC / DCED: *Application of DCED Standard to Conflict Environments*** *2012-Ongoing*

Leading a two-person team to develop practical guidelines for the application of the DCED Standard in conflict-affected environments.

**DFID / World Bank: *Team Leader, Programme Evaluation, Ethiopia*** *2012*

Evaluated the Enterprise Competitiveness Facility – a challenge fund focused on the leather, cotton and horticulture subsectors – to assess effectiveness and the merits of Phase 2 funding. Advised on the design of Phase 2, including negotiations with the Government of Ethiopia's Ministry of Industry.

**TradeMark East Africa: *DCED Advisor, Kenya and Tanzania*** *2012*

Advising the \$550 million TradeMark East Africa initiative on developing DCED-compliant monitoring systems for its Kenyan, Ugandan and Tanzanian country operations.

**Tanzania Port Authority: *Establishing Monitoring of Port Improvements*** *2012*

Worked with the Tanzania Port Authority to establish monitoring systems for its investments in port improvements.

**Fresh Produce Exporters Association of Kenya: *East Africa GAP Roll Out*** *2012*

Backstopped FPEAK on the implementation of a monitoring system for East Africa GAP (good agricultural practices) roll-out across East Africa.

- East Africa Tea Traders Association: Monitoring of ISO Training** 2012  
Assisted EATTA in tracking the results of an ISO training program for East African tea factories.
- Uganda Revenue Authority: Training on Speeding Customs Clearance Tracking** 2012  
Provided staff training and mentoring to develop a monitoring system for the implementation of faster customs clearance systems for transit and domestic cargo.
- Kenyan Ministry of Trade: Tracking EPA Negotiations with the EU** 2012  
Supported the Kenyan MOT to establish a monitoring system to track the negotiation of an Economic Partnership Agreement with the European Union.
- Coffey: GEMS2 (Construction and Real Estate) Intervention Monitoring, Nigeria** 2011  
Supported GEMS2 project staff in Nigeria in the development of results chains and measurement plans for project interventions and provided on-the-job and semi-structured training in results measurement methodologies.
- DFID: Programme Midterm Review, Tanzania** 2011  
Evaluated DFID-funded M4P project in Southern Tanzania. Assessed project's progress to date and value for money.
- MEDA: DCED Organizational Assessment** 2011  
Performed the first organization-wide assessment of the DCED Standard.
- DCED: Auditor for the DCED Standard** Ongoing  
Selected in the first round of auditors for the DCED's global monitoring standard for enterprise development programming.
- VSO: M4P Impact Assessment System Design** 2010  
Built an impact assessment system of M4P programming for VSO to implement across all of its global programmes. System measures results at partner and end beneficiary level.
- MEDA: Organizational Evaluation and Reporting Review** 2009  
Carried out assessment of the value of implementing standardized cost benefit analysis across all MEDA projects.
- Market System (M4P) Analysis, Program Design and Implementation Support*
- KPMG: Development of Technical Approach** 2013  
Supported KPMG to develop its technical approach for a proposed DFID-funded M4P initiative in Sierra Leone.
- Coffey: GEMS4 (Wholesale and Retail Trade) M4P and Results Measurement** 2012-Ongoing  
Long-term advisor to the GEMS4 project in Nigeria, which is focused on the development of the wholesale and retail market system. Supporting staff capacity building and project management systems for M4P interventions and the DCED Standard.
- BRAC: Proposal and Implementation Support** 2012  
Wrote a successful M4P proposal for BRAC in Tanzania. Now supporting the market systems analysis to inform the programme's inception phase.
- DFID: M4P Implementation Backstopping** 2007-Ongoing  
Long-term advisor to \$11 million M4P project in Tanzania focused on sesame and rice value chains.
- Aga Khan Foundation: Market System Analysis & Programme Design** 2007-Ongoing  
Long-term technical assistance contract to conduct market research, value chain analysis, enabling environment assessment and program design on the horticulture, rice, sesame, olive

oil, groundnut, wood furniture, and handicrafts subsectors in Egypt, Tanzania, Tajikistan, Mali, Mozambique and Syria.

**MEDA: Afghan Secure Futures** 2010-2013

Provided support for learning and project management to the Afghan Secure Futures Project, a STRIVE pilot project funded by USAID's Displaced Children and Orphans Fund targeting vulnerable children with economic and social interventions.

**MEDA: Value Chain Analyses** 2008-10

Performed value chain system analyses for MEDA in Ethiopia, Ukraine and Honduras on the rice, horticulture and dairy subsectors.

**Asian Development Bank / Gov't of Punjab: Value Chain Specialist, Pakistan** 2006-7

Assisted on design of \$50 million rural development project. Contributed to area agro-economic diagnosis, performed detailed sub-sector inventory, undertook investment climate survey, and analyzed four rural value chains (horticulture, cotton, livestock and embroidery).

**Kickstart: Agricultural Development Consultant, Kenya and Tanzania** 2007

Researched the potential of financial products to support large-scale uptake of irrigation technologies through private sector channels within the horticultural industry.

**World Vision: National Sub-Sector Growth Assessment, Afghanistan** 2005-6

Produced sub-sector overview identifying growth potential of sub-sectors in Afghan economy. Analyzed implications for vocational training priorities. Designed entrepreneurship screening tool for referral to MFIs. Advised on the design of a labour market information survey.

*Research and Capacity Building*

**International Labour Organization: Enterprise Development Tutor** 2009-Ongoing

Tutor for the ILO's distance learning course "Enterprise Development through Value Chains and Business Services". [www.itcilo.org/marketdev](http://www.itcilo.org/marketdev) Teaching in English, Spanish and Portuguese. Developed Spanish-language and Portuguese-language versions of market research and program design toolkits.

**ACDI/VOCA: Pathways Out of Poverty Research and Toolkit** 2012

Developed matrices, a technical note and a toolkit to guide practitioners in designing interventions to support the very poor to transition out of poverty.

**ACDI/VOCA: Developer of Value Chain Wiki Pages** 2010 - 2012

Researched and led the development of the vulnerable populations and food security entry points to the microLINKS Value Chains Wiki website. [www.microlinks.org/vcwikivulnerable](http://www.microlinks.org/vcwikivulnerable)

**International Labour Organization: Value Chain Development and Finance, Italy** 2011-2013

Developed and teaching one-week courses at Summer Academy on value chain development, value chain finance and results measurement.

**Enterprise Development and Microfinance Journal: Assistant Editor** Ongoing

Identify, collect, review and publish leading research from the enterprise development and microfinance fields.

**Enterprise Development and Microfinance Journal: Columnist** 2010-11

Author of the *Web Watch* column, which summarizes breaking developments in the field for this well-respected industry publication. [http://practicalaction.org/?id=sed\\_journal](http://practicalaction.org/?id=sed_journal)

**AKF (MasterCard Foundation): Market Development Researcher** 2009-11

Researching and documenting global best practice in linking savings groups to economic development programming in Tanzania, Zimbabwe, and Cambodia.

**FIELD LWA (USAID): Economic Strengthening Advisor, Kenya and Uganda** 2007

Tested tools and contributed to the development of best practice guidelines for USAID staff developing economic strengthening initiatives targeting vulnerable children.

**UNDP: Market Research and Analysis Training, Afghanistan** 2006

Facilitated courses on value chain analysis and program design and market research tools; guided field-based research tool application.

#### **EDUCATION / PROFESSIONAL DEVELOPMENT:**

- ♦ DCED Results Measurement Standard Workshop, 2012
- ♦ Impact Assessment in Private Sector Development, DCED, 2009
- ♦ Springfield Centre, Making Markets Work (M4P), 2009
- ♦ Courses in International Law and Trade Finance, Foundation for International Trade Training, 2007
- ♦ Partial coursework completed for a Masters of Business Administration (MBA), Wilfrid Laurier University School of Business and Economics, 2006-8
- ♦ Action for Enterprise (AFE). Value Chain Program Design: Promoting Commercially Viable Solutions for MSMEs, 2005
- ♦ Aga Khan Foundation, International Development Management Seminar, 2004
- ♦ B.A. (High Honours) – International Studies (Specialization: International Development and Economics), University of Saskatchewan, 2004
- ♦ Results Based Management (RBM) training, 2003

#### **AWARDS:**

- ♦ Canadian Social Science and Humanities Research Council (SSHRC) Research Grant
- ♦ Ontario Graduate Scholarship Research Grant
- ♦ Most Distinguished Graduate (2004)

#### **PUBLICATIONS & PRESENTATIONS:**

- ♦ Ben Fowler and Adam Kessler. *Measuring Achievements in Private Sector Development in Conflict Affected Environments: Practical Guidelines. Version II.* August 2013.
- ♦ Hannah Elliott and Ben Fowler. *Markets and Poverty in Northern Kenya: Towards a Financial Graduation Model.* Financial Sector Deepening Kenya. September 2012.
- ♦ Ben Fowler and Bronwyn Irwin. *Integrating Food Security and the Value Chain Approach: Briefing Paper.* March 2012.
- ♦ Ben Fowler and Teshale Endalamaw. *Savings Groups on the Pathway to Graduation: PSNP Plus in Ethiopia.* January 2012.
- ♦ Ben Fowler. *Pathways Out of Poverty Analysis Toolkit.* microREPORT #180. October 2011.
- ♦ Ben Fowler and Margie Brand. *Pathways Out of Poverty: Applying Key Principles of the Value Chain Approach to Reach the Very Poor.* microREPORT #173. September 2011.
- ♦ Paul Rippey and Ben Fowler. *Beyond Financial Services: A Synthesis of Studies on the Integration of Savings Groups and Other Developmental Activities.* Geneva: Aga Khan Foundation, April 2011.
- ♦ Co-Author. *Assessment of PEPFAR Economic Strengthening Programming for PLHIV and OVC in Swaziland.* LIFT. November 2010 – January 2011.
- ♦ Breakfast Seminar Series Presentation #55. *Using Value Chains to Move Vulnerable Populations Up the Economic Ladder.* January 28, 2011. [www.microlinks.org/breakfast](http://www.microlinks.org/breakfast)
- ♦ Contributor, *Livelihood & Food Security Conceptual Framework*, Washington: AED, 2010.
- ♦ Authorship of the *Web Watch* column in the Enterprise Development and Microfinance Journal. [http://practicalaction.org/?id=sed\\_journal](http://practicalaction.org/?id=sed_journal)
- ♦ Fowler and Panetta. *Linking Basic Financial Services and Agricultural Input and Output Markets for Smallholder Farmers in Zimbabwe.* 2011.
- ♦ *Strategies for Incorporating Finance into the Value Chain.* Value Chain Forum: Business Linkages for Poverty Alleviation. Madrid, Spain. 2009.

- ♦ *Social Enterprises and Aga Khan Foundation.* Zambia, 2009.
- ♦ Fowler and Nelson. *Linking Informal Savings Groups to Agricultural Marketing in Tanzania.* 2011.
- ♦ Co-Author. *Discussion Paper: Smart Subsidies in Market Facilitation with a focus on Agricultural Technical Knowledge (ATK).* SEEP Network. 15 October 2009.
- ♦ Co-Facilitator. *Microlinks Speaker's Corner: Value Chains for Vulnerable Populations.* April 2009.
- ♦ Co-Editor. Miehlsbradt and Jones. *Market Research for Value Chain Initiatives: Information to Action: A Toolkit for Market Development Practitioners.* MEDA. 2008.
- ♦ Co-Editor. McVay and Snelgrove. *Program Design for Value Chain Initiatives: Information to Action: A Toolkit for Market Development Practitioners.* MEDA. 2008.
- ♦ Co-Author. *Economic Strengthening for Children Affected by HIV and AIDS: Principles for Program Design and Technical Recommendations for Effective Field Interventions.* Save the Children. January 2008.
- ♦ Author. *Preparing the Bahawalpur Rural Development Project Phase II, Value Chain Analysis Final Reports for Cotton, Horticulture, Livestock and Embroidery Sub-Sectors.* Government of Punjab and Asian Development Bank. 2007.
- ♦ Co-author. *Agro-Economic Survey and Investment Climate Diagnostic: Bahawalpur, Bahawalnagar, and Rahim Yar Khan.* Government of Punjab and Asian Development Bank. 2007.
- ♦ *Strategy for Rural Income and Employment Generation.* AKF – CRSP(K). June 2005.
- ♦ *Rural Incomes and Employment: Proceedings of RED Strategy Development Workshop.* May, 2005. Mombasa, Kenya.
- ♦ *Analysis of the Charcoal Sub-Sector in Kwale and Kilifi Districts of Kenya. Rural Incomes and Employment: Proceedings of the Rural Enterprise Development (RED) Strategy Development Workshop.* Pp 75-92. 2005.
- ♦ *Analysis of the Poultry Sub-Sector in Kwale and Kilifi Districts of Kenya. Rural Incomes and Employment: Proceedings of Rural Enterprise Development (RED) Strategy Development Workshop.* Pp 93-107. 2005.
- ♦ *Inequality as an Inhibitor to Development: The Contrasting Cases of East Asia and Latin America. Saskatchewan Journal of Economics.* Volume 6. Pp 77-90. 2004 Edition.
- ♦ *Microfinance and Land Reform as Development Strategies for Guatemala.* Presentation. Guatemalan Development Seminar. Universidad Rafael Landívar, Guatemala City. 2003.