

# **Presentation of Qualifications**

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## **SUMMARY OF QUALIFICATIONS**

- Twenty-five years of experience in private sector development, particularly pro-poor market systems development.
- Specialist in results management and market assessment.
- Extensive experience in the provision of client-centered technical assistance, design, documentation and review services.
- Extensive experience in inter-agency knowledge management, development of practical guides and publications, public speaking, training and facilitation.
- Strong skills in program analysis, identifying lessons learned and synthesizing best practices.
- Twelve years of resident experience in private sector development in Asia.
- Global network of donors, organizations and projects.
- Advanced degree in public policy.
- Fluency in English. Basic knowledge of Spanish, French and German.

## **SUMMARY OF PROFESSIONAL EXPERIENCE**

Director, Miehlsbradt Consulting Limited	2008-current
Independent Consultant	1997-2008
Economic Opportunities Technical Adviser, Save the Children Federation	1994-1997

## **SELECTED CONSULTING EXPERIENCE**

**ITAD LTD.** 2016-2018

Private Enterprise Programme Ethiopia – Enterprise Partners (<http://enterprisepartners.org>)  
*Ethiopia*

- Provide long-term, strategic support to the Enterprise Partners monitoring and results measurement function. Enterprise Partners is a social enterprise, supported by the United Kingdom Department for International Development, that facilitates agro-industrial growth and enables access to finance in Ethiopia. The strategic support helps the program to credibly measure results and use information on results in program management.
- Provide regular remote support on challenges facing the results measurement team. Periodically visit the program to assess and provide feedback on the results measurement system and its use in practice in the program. Build the capacity of the program team to tackle difficult results measurement issues.

**AUSTRALIAN DEPARTMENT OF FOREIGN AFFAIRS AND TRADE** 2011-2018

Market Development Facility (<http://marketdevelopmentfacility.org>)  
*Fiji, Timor Leste, Pakistan, Sri Lanka, Papua New Guinea*

- Team Leader for the Independent Advisory Group (IAG) of the Market Development Facility (MDF). MDF is a multi-country market systems development program working in rural and urban areas of Fiji, Timor Leste, Pakistan, Sri Lanka and Papua New Guinea with potential expansion to other countries. The IAG provides regular strategic advice and technical backstopping support to the program and DFAT in its management of the program, as well as leads DFAT's periodic reviews of the program.

- Provide regular remote advice to the program and DFAT. Periodically visit the program in each country to assess progress and provide feedback on management, strategy and implementation.
- Supported the mid-term review of Phase I of the program. Assisted with the design of Phase II of the program, which started in mid-2017.
- In 2018, designed and conducted a workshop for the program staff and DFAT on systemic change in MDF. The workshop synthesized lessons learned from Phase I of the program and identified key issues for Phase II.

### **CARDNO EMERGING MARKETS**

2017-2018

Cambodia Agricultural Value Chain Program (<https://cavackh.org>)  
*Cambodia*

- In 2017, assessed the Cambodia Agricultural Value Chain Program (CAVAC) monitoring and evaluation system and provided technical support for its improvement. CAVAC is a market systems development program funded by the Australian Government to increase productivity and incomes for smallholder farmers.
- In 2018, will provide training and technical support in monitoring and evaluation to the program team and its donor in Phnom Penh.

### **PALLADIUM INTERNATIONAL**

April-July 2018

Market Development Facility (<http://marketdevelopmentfacility.org>)  
*Fiji*

- Assist the Fiji Market Development Facility (MDF) team to develop their Phase II strategy. Design and conduct a workshop to review progress to date and outline the strategy for Phase II based on accomplishments and lessons. Provide backstopping in the preparation of the written strategy documents and the internal strategy guide. The assignment covers the two main strategic engagement areas MDF targets in Fiji: tourism and exports.

### **SCOPE GLOBAL**

July-August 2017

Skills for Inclusive Growth (<https://www.inclusivegrowth.com.lk>)  
*Sri Lanka*

- Lead trainer for a course on monitoring, evaluation and learning for the teams from two Australian funded programs, Skills for Inclusive Growth (S4G) and Local Empowerment through Economic Development (LEED). Designed the training in consultation with the S4G program and two other trainers, including the development of bespoke cases. Led the delivery of the training for the program teams in Colombo.

### **ADAM SMITH INTERNATIONAL**

July 2014-March 2016

Samarth Nepal Market Development Programme (<http://samarth-nepal.com>)  
*Nepal*

- Lead consultant providing long-term backstopping support to the Samarth program in monitoring and results measurement. Worked with the program to craft practical and context specific solutions to challenging results measurement issues such as assessing systemic change as work in sectors scaled up and measuring results in the media and tourism sectors.
- Conducted a pre-audit review of the Samarth results measurement system according to the DCED Standard and assisted the program to address weaknesses identified in the system.

**DONOR COMMITTEE FOR ENTERPRISE DEVELOPMENT**

2007-continuing

DCED Standard for Results Measurement

<http://www.enterprise-development.org/page/measuring-and-reporting-results>*Global*

- Provided support to the development, testing and refinement of an international standard for internal results measurement in private sector development projects. In 2008, drafted a standard for consideration by donors and practitioners. 2008-9 worked with a core group of organizations to test the Standard. Since then, provided technical assistance in the development of the Standard, tracked lessons learned and recommended revisions.
- Provided basic and advanced training courses and workshops for participants from donors, consulting firms, projects and NGOs.
- Promote the adoption of the Standard among donors, organizations and projects.
- As a certified auditor for the Standard, conduct program audits according to the Standard and sit on the review committee for audits conducted by other auditors.
- Assist in developing the auditing process for the Standard and training new auditors.

**AUSTRALIAN DEPARTMENT OF FOREIGN AFFAIRS AND TRADE***Sri Lanka*

August-November 2015

- Assisted DFAT to develop a theory of change and monitoring and results measurement framework for its Economic Opportunities for the Poor Program, designed to stimulate inclusive, private sector led growth and poverty reduction in Sri Lanka. The program started with two components, the Market Development Facility (MDF) and Skills for Inclusive Economic Growth (S4G), with the potential to add more. Worked with the DFAT managers, MDF managers and S4G design team to ensure that the framework would both support the managers to maximize sustainable results from the program and to report clearly and credibly to relevant stakeholders, particularly the Australian and Sri Lankan governments.

**DONOR COMMITTEE FOR ENTERPRISE DEVELOPMENT***Global*

March-October 2015

- Co-led a consortium of consultants to prepare ten case studies that demonstrate how programs have developed and used effective monitoring and results measurement systems in accordance with the DCED Standard for Results Measurement.
- Authored three of the case studies, on using information on results in program management, building a learning culture in a program and developing a program-specific results measurement manual. (See <http://enterprise-development.org/page/case-studies>)

**SWISSCONTACT**

February-July 2015

KATALYST (<http://katalyst.com.bd/index.html>)*Bangladesh*

- Provided technical advice to the results assessment of Katalyst's media interventions.
- Conducted a refresher training for Katalyst staff on monitoring and results measurement, tailored to the program's Phase 3 plans.

**AUSTRALIAN DEPARTMENT OF FOREIGN AFFAIRS AND TRADE***Indonesia*

December 2013-March 2015

- As part of DFAT's effort to improve performance measurement across its portfolio, scoped the feasibility of conducting a pilot with a few programs to upgrade their existing results measurement systems to the point of being "auditable" using the principles of the DCED Standard for Results Measurement.
- Assisted one program in DFAT's portfolio, the Australia Indonesia Partnership for Decentralisation (AIPD), focused on local governance, to design and pilot an upgraded results measurement system in two of the areas in which the program works. Backstopped associate consultant to provide training, capacity building and technical assistance services to help AIPD install, operationalize and refine the new results measurement system.

**CARDNO EMERGING MARKETS***Global*

September 2013-December 2014

- Designed an innovative capacity building program to develop a cadre of monitoring and results measurement specialists to meet the high demand in this area. The program included a combination of training, distance learning, project placement, assignment shadowing, backstopping and mentoring.
- Directed the program and managed a team of consultants to provide capacity building services to a group of selected Cardno consultants and project staff.

**KENYA MARKETS TRUST**Kenya Market Assistance Programme (<http://www.kenyamarkets.org>)*Kenya*

August-September 2014

- Conducted a pre-audit review of the K-MAP results measurement system according to the DCED Standard for Results Measurement. Helped K-MAP to identify underlying causes of the strengths and weaknesses in their system and use that information to develop plans to improve. Provided K-MAP with detailed recommendations on how to close gaps in the system and improve the overall effectiveness and practicality of the system.

**SWISSCONTACT***Global*

May 2013-March 2014

- Led a team of consultants to provide support to Swisscontact globally to improve monitoring and results measurement in projects and assist projects to work towards compliance with the DCED Standard for Results Measurement.
- Designed and provided training to project specialists and regional resource persons in the technical aspects of measuring results.
- Backstopped associate consultants in the following assignments:
  - Training in monitoring and results measurement systems for project specialists and resource persons.
  - Review and technical assistance to the Financial Services East Africa program to improve their monitoring and results measurement system.

**MINISTRY OF FOREIGN AFFAIRS – DENMARK**

January-July 2013

UNNATI Inclusive Growth Programme in Nepal

*Nepal*

- As the Results Measurement Specialist, contributed to the design of the UNNATI Inclusive Growth Programme in Nepal. This five-year program uses a value chain approach to strengthen market-based growth with a focus on reducing poverty and improving living standards.
- Supervised and provided support to a national consultant and two research firms providing inputs into the program design.
- Designed the results measurement system for the program including the results framework, projections, and relevant TORs. Provided input into the overall program design including expected activities, intermediate and final results, human and financial resources, and program structure.
- Assisted organizations expected to implement components of the program to design their results measurement systems in alignment with the overall program.

**HELVETAS SWISS INTERCOOPERATION**

February-March 2013

Samriddhi Program

*Bangladesh*

- Backstopped associate consultant to conduct a review and provide technical assistance on the monitoring and results measurement system of the Samriddhi program in Bangladesh.

**SWISSCONTACT**

April 2012-June 2013

Making Markets Work for the Jamuna, Padma and Teesta Chars

*Bangladesh*

- Provided strategic advice and technical backstopping in monitoring and results-based management to the innovative “Making Markets Work for the Jamuna, Padma and Teesta Chars (M4C)” project. This project aims to assist very poor rural farmers and producers on river islands to profitably integrate into mainland markets.

**AUSTRALIA INTERNATIONAL DEVELOPMENT ASSISTANCE (AusAID)****SPRINGFIELD CENTRE FOR BUSINESS IN DEVELOPMENT***Global*

2009-2013

- Member of AusAID’s four-person expert panel on Rural and Market Development. Assisted AusAID’s Food Security and Rural Development Group in program design and strategic decision-making regarding upgrading AusAID’s rural development portfolio. Participated in design and review missions of AusAID rural development programs. Provided a help-desk function to AusAID Posts working in rural and market development.
- Specific assignments included:
  - Member of the design team for the Solomon Islands – Australia Rural Livelihoods Program.
  - Provided training and technical assistance to the Solomon Islands Agricultural Livelihoods Program to progressively adopt more sustainability principles and practices.
  - Assisted in the design of the Multi-Country Market Development Facility.
  - As a member of the Sector Monitoring Group for the AusAID Cambodia office, periodically reviewed AusAID Cambodia’s rural development programs, with an emphasis on the Cambodia Agricultural Value Chain Program (CAVAC), and provided strategic advice on the rural development portfolio. Contributed to the mid-term review of CAVAC as the results measurement specialist.

- Provided training and technical assistance to AusAID's Enterprise Challenge Fund program to improve results measurement.
- Led a team to conduct a comparative assessment of the Pacific Financial Inclusion Project (PFIP) results measurement system with the DCED Standard for Results Measurement and make recommendations for improving PFIP's system.
- Provided advice, training and technical assistance on improving results measurement and results based management in AusAID's rural development portfolio globally.

**ADAM SMITH INTERNATIONAL**

February 2013

Samarth Nepal Market Development Programme

*Nepal*

- Conducted a pre-audit review of the Samarth results measurement system according to the DCED Standard for Results Measurement. Reviewed Samarth's guidance documents on results measurement and provided comments to improve. Provided Samarth with detailed recommendations on how to improve the effectiveness and practicality of their system.

**SWISSCONTACT**

January-December 2008; June-October 2010; May 2012-February 2013

**KATALYST****DEVELOPMENT ALTERNATIVES, INC.***Bangladesh*

- Provided training, technical support and backstopping in the development and implementation of an internal results management system. The system enabled Katalyst to improve decision-making and implementation by providing relevant and timely information. It also enabled Katalyst to report estimated impacts at various levels, including poverty reduction, to donors and other stakeholders. The project participated in the pilot to test the draft Standard for Results Measurement from the Donor Committee for Enterprise Development and was the first project to be officially audited according to the Standard.

**SWISS DEVELOPMENT AND COOPERATION (SDC)**

April-May, October-November 2012

*Bangladesh*

- Assisted the SDC Bangladesh office to design a results framework and monitoring system for their Cooperation Strategy 2013-2017 that will operate nationwide in three technical fields: market and private sector development, skills development and local governance.
- Together with SDC Bangladesh managers, prepared and facilitated workshops for SDC staff and partner organizations to get input into the results framework and gather information on the support needed to effectively implement the monitoring system.
- Proposed and assisted in the design of a Cooperation Strategy Monitoring Support Project that will build the capacity of SDC Bangladesh, partner organizations and resource persons in effective monitoring and results-based management, conduct special studies in key transversal themes such as gender equality and improved resilience, develop and implement a quality control system for the monitoring system and communicate lessons on results nationally and internationally.

**TRIPLE LINE CONSULTING**

May-October 2012

African Enterprise Challenge Fund (<http://www.aecfafrica.org>)*Zimbabwe*

- Worked with the KPMG managers and Triple Line advisers to improve the African Enterprise Challenge Fund results measurement system in preparation for an audit according to the DCED Standard for Results Measurement.

**SMALL ENTERPRISE EDUCATION AND PROMOTION NETWORK**

VALUE Program

2008-2012

*Jamaica, India, Indonesia, Kenya*

- Senior technical advisor to the Gates Foundation funded VALUE program on developing urban value chains. Provided advice on overall strategy. Directed efforts in monitoring and impact assessment for all VALUE projects and partners. Led development and implementation of a program wide learning agenda on monitoring and impact assessment.

**SPRINGFIELD CENTRE FOR BUSINESS IN DEVELOPMENT**

2005-2012

*United Kingdom*

- 2005-2010 Prepared and delivered a training module on Assessing Markets and Using Information in Program Design and Implementation for the Springfield Training Programme on “Making Markets Work” in Glasgow, Scotland. The module equipped participants with the knowledge and skills to conduct and manage useful market research and to use the resulting information in program design and implementation to help small enterprises and poor people integrate into, and benefit from, markets.
- 2009-2012 Prepared and delivered a training module on Impact Assessment in Market Development Projects. Participants in this module learned how to integrate impact assessment with the internal monitoring of market development projects, using the guidelines provided by the Donor Committee for Enterprise Development Standard for Results Measurement, and demonstrate improved skills in designing and implementing an internal results assessment system. Also delivered a plenary on the DCED Standard for Results Measurement.

**INTERNATIONAL LABOUR ORGANIZATION TRAINING CENTRE**

March-November 2008

*Global*

- Tutored the distance-learning course “Enterprise Development through Value Chains and Business Service Markets.” Designed and facilitated learning activities. Supported and assessed participants.

**GERMAN TECHNICAL COOPERATION (GTZ)**

June-October 2008

*Thailand*

- Provided technical assistance to the Thai-German Programme for Enterprise Competitiveness to upgrade the internal monitoring and impact assessment system. The Programme participated in the pilot to test a draft standard on results measurement from the Donor Committee for Enterprise Development.

**THE NETHERLANDS DEVELOPMENT ORGANIZATION (SNV)**

March 2008

*Thailand*

- Provided technical guidance to the SNV Asia Value Chain Development Taskforce on developing a common internal monitoring and impact assessment system.

**JIM TANBURN AND ASSOCIATES, LTD.  
DONOR COMMITTEE FOR ENTERPRISE DEVELOPMENT**

January 2005-March 2008

*Global*

- Part of the Secretariat for the Donor Committee for Enterprise Development. Provided input into proposals for the committee, liaised with country specific donor committees on private sector development.
- Helped manage inter-agency websites on value chains and business service markets ([www.value-chains.org](http://www.value-chains.org)) and the business environment ([www.businessenvironment.org](http://www.businessenvironment.org)). Researched and prepared entries for the website database which allows donors and practitioners to search for relevant project documents and other papers and presentations. Provided suggestions for website content and design.

**SPRINGFIELD CENTRE FOR BUSINESS IN DEVELOPMENT  
SWISS AGENCY FOR DEVELOPMENT COOPERATION (SDC)**

October 2007-January 2008

*Switzerland*

- Led the preparation and delivery of a workshop on stimulating sustainable systemic change through public private partnerships at the SDC Employment and Income Conference and Workshop 2008: Working with the Private Sector – Public Private Partnerships for Development.

**JIM TANBURN AND ASSOCIATES, LTD.  
INTERNATIONAL LABOUR ORGANIZATION**

1999-2007

*Italy, Thailand*

- Researched and co-authored seven editions of the Seminar Reader for the annual seminar on Service Markets and Value Chains in Turin, Italy and Chiang Mai, Thailand. The Seminar Reader is now in four languages and has been used extensively around the world as both a training tool and key reference paper on pro-poor market development.
- Made presentations and facilitated working groups at all eight Seminars.

**SWISSCONTACT  
KATALYST**

August 2005- June 2007

*Bangladesh*

- Researched and prepared a case study on KATALYST's work in marketing services for small and medium enterprises.
- Provided technical assistance via email and in person on Katalyst's work in cross-sector business services markets.

**MENNONITE ECONOMIC DEVELOPMENT ASSOCIATES**

March 2006 – June 2007

*Global*

- Co-authored "Market Research Toolkit" for the "Information to Action: Value Chain and Market Development Toolkit Series for Practitioners." The toolkit provides clear guidance on how to successfully plan and implement a market assessment, profiles a range of information gathering tools and offers worksheets to help practitioners through the steps of planning, information gathering and information organization, in preparation for analysis and program design. The toolkit is used in a variety of training courses.

**GERMAN TECHNICAL COOPERATION (GTZ)**

May 2006- May 2007

*Thailand*

- Provided technical assistance to develop and implement an impact assessment system that is practical and will provide regular information for management and donors on the breadth and depth of impact of every intervention in the Thai-German Programme for Enterprise Competitiveness.
- Assisted the Thai Government to design and conduct research on business service markets in Thailand as input into a new government bureau that will promote the competitiveness of Thai industries and businesses through the development of business service markets.

**SOUTHERN NEW HAMPSHIRE UNIVERSITY  
MICROENTERPRISE DEVELOPMENT INSTITUTE**

March 2007

*South Africa*

- Prepared and co-taught a course, “Toward Expertise in Action-Oriented Market Research.” The course equipped participants with the knowledge and skills to conduct market research efficiently and use the resulting information effectively to help design a value chain program.
- Co-taught a course on “Innovation in Market Development Interventions.” The course equipped participants with knowledge and methods and built their skills and confidence in developing effective interventions for challenging market constraints.

**BANGLADESH RURAL ADVANCEMENT COMMITTEE**

August-September 2006

*Bangladesh*

- Conducted a review of BRAC’s Programme on “Challenging the Frontiers of Poverty Reduction” targeting ultra poor women to determine ways to strengthen the enterprise development component of the programme.

**INTERNATIONAL LABOUR ORGANIZATION**

February-April 2006

*Global*

- Prepared a chapter for a new ILO Manual on “Work Improvement in Small Enterprises (WISE).” The chapter targets Business Development Services and Small Enterprise Finance donors and practitioners with information on why and how they can integrate working conditions issues into their programs.

**MAASTRICHT SCHOOL OF MANAGEMENT (MsM)**

October-November 2005

*Vietnam*

- Designed and conducted a refresher course for MsM alumni/ae from South and South East Asia, as part of a training team, on “Business Development Services to Promote Women Entrepreneurship.”

**SMALL ENTERPRISE EDUCATION AND PROMOTION NETWORK (SEEP)**

February-May 2005

*India*

- Designed and acted as the lead instructor for a training course called, “A Market Development Approach to Enterprise Promotion: Using Market Research for Program Design.” Prepared a team of trainers to assist in conducting the course. The course continues to be conducted independently by others on the training team in the US, South Africa, Bangladesh and India.

**SMALL ENTERPRISE EDUCATION AND PROMOTION NETWORK (SEEP)***Global*

2002-2005

- Provided technical support and leadership to the Practitioner Learning Program in BDS Market Assessment, as the program facilitator. Under the program, NGOs from around the world experimented with innovative approaches to market assessment and market development for microenterprises.
- Designed the overall learning agenda and dissemination strategy for the program. Designed and facilitated program workshops. Moderated technical discussions over an email-based listserv. Prepared technical papers on the findings of the program.
- Provided technical assistance and mentoring to the organizations involved in the program. Monitored the progress of participating organizations' programs.
- Designed and conducted a training course on market research for program design at the SEEP Annual General Meeting in October, 2004.

**SWISSCONTACT**

April 2003-November 2004

**KATALYST***Bangladesh*

- Provided regular technical assistance on market assessment, information analysis, intervention design and monitoring and evaluation for the component on cross-sector services. Provided technical inputs for the design and information analysis for 3 service markets. Led workshops with project staff to synthesize market information, design interventions and set project targets. Provided technical comments on monitoring and evaluation indicators and plans.

**DEVELOPMENT ALTERNATIVES, INC.**

March 2003-July 2004

USAID Accelerated Microenterprise Advancement Project (AMAP)

*Global*

- Provided technical input into the design of the market assessment component of the AMAP Knowledge and Practice Project. This global project focused on action research to develop, document and disseminate best practices in enterprise growth strategies that benefit microenterprises. Led a team to conduct a stocktaking of current knowledge and practices in market assessment among USAID missions, other donors, consulting firms and NGOs. Prepared a detailed design for the market assessment research activities.

**GERMAN TECHNICAL COOPERATION (GTZ)**

March 2003-March 2004

*South Africa*

- Provided technical input into the design and information analysis of a BDS market assessment in South Africa. Provided technical assistance in using the resulting market information in program design.

**SPRINGFIELD CENTRE FOR BUSINESS IN DEVELOPMENT**

July 2003; July 2004

*United Kingdom*

- Prepared and delivered a module on Monitoring and Evaluating BDS Market Development for the fourth and fifth annual BDS Training Programmes in Glasgow, Scotland. The module equipped participants with the knowledge and skills to make sensible choices on how to monitor and evaluate BDS market development programs at the level of the markets themselves.

**SITTARD ENTERPRISE DEVELOPMENT CENTER**

March 2004

*Vietnam*

- Prepared and taught the market assessment sessions at the “State of the Art in BDS” training course hosted by Sittard and cosponsored by The SEEP Network and Swisscontact.

**INTERNATIONAL LABOUR ORGANIZATION**

December 2002-March 2003

*Global*

- Prepared the research design for a study to determine the future direction of the ILO’s efforts to improve working conditions in microenterprises and the informal sector. The study aimed to develop strategies for the ILO to vastly increase the number of enterprises that programs affect and to appropriately target programs for maximum impact.

**GERMAN TECHNICAL COOPERATION (GTZ) / SWISSCONTACT**

February-October 2002

*Vietnam*

- Analyzed the results of a BDS market assessment to determine key problems and opportunities in Vietnamese BDS markets. Prepared a report and presentation materials in cooperation with the Vietnamese marketing research firm that conducted the research.
- Provided technical assistance to both GTZ and Swisscontact in choosing new program interventions and developing program strategies, as well as how to make regular use of the market research data for program decision making.

**GERMAN TECHNICAL COOPERATION (GTZ)**

February-May 2002

*Philippines*

- Provided technical assistance in the design of a business development services program for SMEs in the Philippines. Coordinated and provided technical support for a rapid assessment of BDS markets and outlined program strategy options based on the results.

**INTERNATIONAL DEVELOPMENT ENTERPRISES**

March-May 2002

*Asia*

- Made presentations and facilitated sessions at IDE’s capacity building workshop for their new strategy to integrate farmers into the market economy. The strategy aims to blend a subsector approach and a BDS market development approach to small enterprise promotion. Presentations focused on placing IDE’s strategy within the context of current thinking in the field including subsector analysis, the BDS market development approach and BDS market assessment.

**INTERNATIONAL LABOUR ORGANIZATION**

February-December 2001

*Global; Indonesia, Cambodia, Thailand, Ghana*

- Provided technical guidance on the analysis of BDS market assessment data and design of interventions to develop BDS markets in Indonesia, Cambodia, Thailand and Ghana.
- Prepared a cross country analysis of market assessment data from 13 different studies, called “BDS Market Assessment: What have we learned so far?” The analysis focuses on testing common preconceptions about BDS markets and on ways to describe and classify BDS markets that will help organizations design effective BDS market development programs.

**DEVELOPMENT ALTERNATIVES, INC.**

1999-2001

USAID Microenterprise Best Practices Program

*Global*

- Provided technical support to the Performance Measurement Framework field research, the effort to develop a common performance measurement system for the BDS field supported by USAID and the Donor Committee. Developed tools to measure the status of markets and the interaction of programs and markets, facilitated dialogue among field research participants on issues of market measurement and provided technical assistance for the implementation of market surveys.
- Prepared and delivered a paper on using market research in BDS programs for the Committee of Donor Agencies for SED Conference on Business Services in Hanoi, Vietnam.

**INTERNATIONAL LABOUR ORGANIZATION**

June 2000–May 2001

*Global; Indonesia, Cambodia, Thailand, Ghana*

- Prepared the “Guide to Market Assessment for BDS Program Design.” This guide provides a framework, practical tools and advice with examples, for donors and facilitators who plan to use market assessment as the basis for designing a program to develop BDS markets.
- Provided technical assistance for BDS market assessments in Thailand, Cambodia, Indonesia and Ghana.

**INTERCOOPERATION**

January-February 2001

*Switzerland*

- Led a training session on “BDS Market Assessment for Program Design,” including preparation of training materials, delivery of a lecture, and facilitation of working groups and plenary discussion at the Swiss Development Corporation Training on “Good Practices in Swiss SED Programs.”

**SPRINGFIELD CENTRE FOR BUSINESS IN DEVELOPMENT**

April-August 2000

*United Kingdom*

- Co-authored the core curriculum module on market assessment and intervention choice for the BDS 2000 Training Programme in Glasgow, Scotland.
- Prepared and delivered a plenary session on how to use consumer research for BDS market assessment.

**GERMAN TECHNICAL COOPERATION (GTZ)**

January-March 2000

*Nepal*

- Designed a 5-day training course for Nepali BDS providers (both commercial and NGO) in marketing research. The course equipped participants with practical tools to gather useful consumer information from the private BDS market.
- Led a team of trainers to deliver the course in Kathmandu.

**GERMAN TECHNICAL COOPERATION (GTZ)**

October 1999-February 2000

*Sri Lanka*

- Prepared an assessment of the Sri Lankan market for business information services using reports and research from the GTZ Enterprise Information Project.

**GERMAN TECHNICAL COOPERATION (GTZ)**

August 1999-January 2000

*Nepal*

- Provided technical assistance to the assessment of the Nepali market for business development services. Designed consumer research (survey and focus group discussions), provided advice during implementation and assisted with the interpretation of results.

**INTERMEDIATE TECHNOLOGY DEVELOPMENT GROUP**

August-November 1999

*Sri Lanka*

- Worked with Sarvodaya Economic Enterprises Development Services (SEEDS) to develop a plan to improve both SEEDS' information products for small enterprises and their internal use of information.

**DEVELOPMENT ALTERNATIVES, INC.**

June 1998-July 1999

USAID Microenterprise Best Practices Program

*Philippines*

- Prepared the research design for a study on the effects of information and communication technology on micro and small enterprises.
- Team Leader for the above research study, which included consumer surveys, analytical case studies of private sector and non-profit service providers and recommendations on future directions for service providers, donors and government.
- Prepared a series of papers on the research results and a technical note on market research for business development services published by USAID.

**SAVE THE CHILDREN FEDERATION**

January 1998-January 1999

*Philippines*

- Provided strategic direction and technical assistance to the Women's Microenterprise Networks (WMEN) program, a subsector-based, business development services program for women microentrepreneurs in Metro Manila.
- Completed preparation of a microenterprise practitioners' manual on the WMEN strategy.
- Designed and conducted a training workshop for Philippine NGOs in the use of the WMEN strategy tools for the design and improvement of business development services programs for women microentrepreneurs.

**INTERNATIONAL LABOUR ORGANIZATION**

January-May 1998

*Philippines, Nepal, Malaysia*

- Conducted an assessment of the "Regional Programme on Micro and Small Enterprises Development and Workers' Protection," a subsector-based, enterprise development and training program.
- Designed Phase II of the program and prepared a project document for submission to ILO, Geneva and potential bilateral donors.

**WOMEN'S WORLD BANKING**

February 1998

*Global*

- As a member of the WWB Innovation Council, assessed and provided recommendations on program proposals from NGOs in various countries for business development services programs for women microentrepreneurs.

**INTERNATIONAL LABOUR ORGANIZATION**

October-December 1996

*Philippines, Nepal*

- Designed the pilot phase of the “Regional Programme on Micro and Small Enterprises Development and Workers’ Protection.” Prepared the project document to guide programme implementation. Investigated and recommended subsectors and implementing organizations for the program.

**SAVE THE CHILDREN FEDERATION**

November-December 1993

*Philippines*

- Conducted a subsector selection and analysis in cooperation with Philippines Office staff. Wrote a program concept paper which was the basis for Save the Children’s first business development services programs for microentrepreneurs using a subsector methodology.

**EMPLOYMENT EXPERIENCE****SAVE THE CHILDREN FEDERATION****Technical Specialist in Economic Opportunities**

1996-1997

*South East Asia*

- Developed Save the Children’s economic opportunities strategy for South East Asia in cooperation with country directors.
- Provided technical assistance for the development of microenterprise programs, including design, proposal writing, financing, implementation, monitoring and evaluation, to Save the Children offices and partner organizations in South East Asia.
- Trained and developed the capabilities of South East Asia Area staff and partner organizations in microenterprise credit and business development services methodologies.

**SAVE THE CHILDREN FEDERATION****Women’s Microenterprise Networks Program Advisor**

1995-1996

*Global*

- Responsible for refining and expanding Save the Children’s microenterprise business development services programs, strategy and capability worldwide.
- Provided training and technical assistance in program development and design, proposal writing and program financing, evaluation and program implementation to Save the Children offices and partner organizations in El Salvador, Haiti, Nepal, Myanmar and the Philippines.

**SAVE THE CHILDREN FEDERATION****Economic Programs Advisor**

1994-1995

*Philippines*

- Initiated and managed Save the Children’s first subsector-based, business development services program for microentrepreneurs. Developed partnerships with local institutions and initiated policy dialogue with the Philippine government.
- Conducted workshops and provided technical assistance for other Save the Children offices and NGOs on the design and management of microenterprise development programs for women.

## **EDUCATION**

HARVARD UNIVERSITY JOHN F. KENNEDY SCHOOL OF GOVERNMENT <b>Master in Public Policy</b> Concentration: <b>International Development</b>	Cambridge, Massachusetts June 1993
UNIVERSITY OF PENNSYLVANIA WHARTON BUSINESS SCHOOL <b>Bachelor of Science in Multinational Management</b> <i>Summa Cum Laude</i>	Philadelphia, Pennsylvania May 1990
UNIVERSITY OF PENNSYLVANIA COLLEGE OF ARTS AND SCIENCES <b>Bachelor of Arts in International Development</b> <i>Summa Cum Laude</i>	Philadelphia, Pennsylvania May 1990
SCHOOL FOR INTERNATIONAL TRAINING College Semester Abroad	Kathmandu, Nepal September-December 1987

## **SELECTED PUBLICATIONS AND PAPERS**

**“Promoting Systemic Change in Shallow Markets – Emerging Lessons from MDF”** with Bob Warner and David Swete Kelly. Australian Department of Foreign Affairs and Trade, forthcoming.

**Practitioners’ Notes on Monitoring and Results Measurement** with Hans Posthumus. Donor Committee for Enterprise Development, 2018.

<https://www.enterprise-development.org/measuring-results-the-dced-standard/implementing-the-dced-standard/>

- “Gathering Information from Businesses”
- “Using Technology in Monitoring and Results Measurement”
- “Monitoring”
- “Using Multipliers to Estimate Impact”
- “Assessing Systemic Change”

**“Fostering a Results-Focused Learning Culture – The Role of the Donor”** The Food Systems Innovation Initiative, Government of Australia, 2016.

<http://foodsystemsinnovation.org.au/resource/fostering-results-focused-learning-culture-role-donor>

**“Building a Learning Culture – The case of the Market Development Facility in Fiji.”** Donor Committee for Enterprise Development, 2015.

<http://www.enterprise-development.org/page/download?id=2729>

**“Using Information on Results in Program Management – The case of Samarth-NMDP in Nepal”** with Tim Stewart and Sanju Joshi. Donor Committee for Enterprise Development, 2015.

<http://www.enterprise-development.org/page/download?id=2760>

**“Developing a Program Specific Monitoring and Results Measurement Manual”** with Phitcha Wanitphon. Donor Committee for Enterprise Development, 2015.

<https://www.enterprise-development.org/measuring-results-the-dced-standard/case-studies-and-examples/developing-a-programme-specific-rm-manual/>

**“Monitoring and Results Measurement in Value Chain Development: 10 Lessons from Experience”** with Conor Riggs. Small Enterprise Education and Promotion Network, 2012.

<https://seepnetwork.org/Resource-Post/Monitoring-and-Results-Measurement-in-Value-Chain-Development-10-Lessons-from-Experience>

**“Market Research for Value Chain Initiatives”** in the Information to Action Toolkit Series for Market Development Practitioners with Linda Jones. Mennonite Economic Development Associates, 2008. <https://www.meda.org/market-systems-publications/459-meda-market-research-for-value-chain-initiatives/file>

**“Developing the Advertising Market for SMEs in Northern Bangladesh”** A Katalyst Case Study. Dhaka: Katalyst, 2007.

[http://www.value-chains.org/dyn/bds/bds2search.details?p\\_phase\\_id=660&p\\_lang=en&p\\_phase\\_type\\_id=5](http://www.value-chains.org/dyn/bds/bds2search.details?p_phase_id=660&p_lang=en&p_phase_type_id=5)

**“Service Markets and Value Chains Seminar Reader”** seven editions for the International Labour Organization’s annual service market development Seminar in Turin, Italy and Chiang Mai, Thailand. Geneva, Switzerland: International Labour Organization, 2000, 2001, 2002, 2003, 2004, 2005, 2006. Most recent edition: <http://www.value-chains.org/dyn/bds/docs/detail2/497/6>

**“Making Market Assessment More Useful – Ten Lessons from Experience”** Small Enterprise Development Journal, Vol. 16 No. 2, June 2005, Dugby, UK: ITDG Publishing; and Washington D.C.: The Small Enterprise Education and Promotion Network, 2005. <https://www.developmentbookshelf.com/doi/abs/10.3362/0957-1329.2005.017>

**“BDS Market Assessment: What have we learned so far?”** Geneva, Switzerland: International Labour Organization, 2002.

[http://www.ilo.org/empent/Publications/WCMS\\_117708/lang--en/index.htm](http://www.ilo.org/empent/Publications/WCMS_117708/lang--en/index.htm)

**“Guide to Market Assessment for BDS Program Design.”** Geneva, Switzerland: International Labour Organization, 2001.

[http://www.ilo.org/empent/areas/start-and-improve-your-business/WCMS\\_159402/lang--en/index.htm](http://www.ilo.org/empent/areas/start-and-improve-your-business/WCMS_159402/lang--en/index.htm)

**“Applying Marketing Research to BDS Market Development.”** for the International Conference on Business Services for Small Enterprises in Asia: Developing Markets and Measuring Performance sponsored by the Committee of Donor Agencies for Small Enterprise Development, Hanoi, Vietnam. April, 2000.

[http://www.value-chains.org/dyn/bds/bds2search.details?p\\_phase\\_id=114&p\\_lang=en&p\\_phase\\_type\\_id=1](http://www.value-chains.org/dyn/bds/bds2search.details?p_phase_id=114&p_lang=en&p_phase_type_id=1)

**“Technical Note: Applying Market Research Tools to the Design and Improvement of Business Development Services.”** Washington D.C.: Development Alternatives Incorporated under the Microenterprise Best Practices Program of the United States Agency for International Development. December, 1999.

[http://www.value-chains.org/dyn/bds/bds2search.details?p\\_phase\\_id=390&p\\_lang=en&p\\_phase\\_type\\_id=1](http://www.value-chains.org/dyn/bds/bds2search.details?p_phase_id=390&p_lang=en&p_phase_type_id=1)

**“Series of Papers on Information and Communication Services for Micro and Small Enterprises in the Philippines.”** Washington D.C.: Development Alternatives Incorporated under the Microenterprise Best Practices Program of the United States Agency for International Development. November, 1999.

**“How to be Demand Led: Lessons for Business Development Service Providers from Information and Communication Services in the Philippines”** for the International Conference on Building a Modern and Effective Development Services Industry for Small Enterprise sponsored by the Committee of Donor Agencies for Small Enterprise Development, Rio De Janeiro, Brazil. March, 1999. [http://pdf.usaid.gov/pdf\\_docs/PNACG040.pdf](http://pdf.usaid.gov/pdf_docs/PNACG040.pdf)

**“Challenges for Business Development Services Programs”** with Valeria Budinich and Inez Murray. New York: Women and Microenterprise Series, International Coalition on Women and Credit, Issue 1. October, 1998.

**“Business Development Services -- The State of the Practice”** in Building the Competitive Advantage of Micro and Small Businesses Roundtable Report. Connecticut: Save the Children, Federation. January, 1997.

**Case Study of Save the Children's Women's Microenterprise Program in the Philippines** in Beyond Credit: A Subsector Approach to Promoting Women's Enterprises, Martha Chen (ed.), Ottawa: Aga Khan Foundation Canada, 1996.

**"Women's Microenterprise Networks: Alliance of Home-based Retaso Workers of Metro Manila"** with Save the Children, Manila in Out of the Shadows: Practical Actions for the Social Protection of Homeworkers in the Philippines, Lucita Lazo (ed.), Bangkok: International Labour Organization, 1996.

## **SELECTED TRAINING COURSES CONDUCTED**

<b>Results Measurement for Program Managers</b>	March 2015, March & November 2016, August 2018
Bangkok, Thailand	
<b>Introduction to the DCED Standard on Results Measurement in Private Sector Development</b>	
Bangkok, Thailand	February 2018
<b>Monitoring and Results Measurement in Market Systems Development</b>	November 2017
<b>Australian Department of Foreign Affairs and Trade</b>	
Canberra, Australia	
<b>Advanced Training Workshop for Results Measurement in Private Sector Development</b>	
Bangkok, Thailand	November 2017
<b>Katalyst Training on Monitoring and Results Measurement</b>	July 2015
Dhaka, Bangladesh	
<b>Market Systems Development in Australian Aid</b>	September 2016
Canberra, Australia	
<b>Introduction to the DCED Standard on Results Measurement in Private Sector Development</b>	
<b>Australian Government Food Systems Innovation Program</b>	March 2015
Canberra, Australia	
<b>Swisscontact Training on Technical Results Measurement</b>	
Dhaka, Bangladesh	March 2014
<b>AusAID Training in Monitoring and Results Measurement</b>	
Canberra, Australia	July 2013
<b>Donor Committee for Enterprise Development Standard for Results Measurement</b>	
Chiang Mai, Thailand – basic course & introduction to auditing	September 2009
Kuala Lumpur, Malaysia – advanced course	October 2010
Bangkok, Thailand – advanced workshop for resource people	January 2012
<b>Making Markets Work Training Programme (Springfield Centre for Business in Development)</b>	
Glasgow, Scotland (UK)	July 2000, 2003-2012
Electives on market research and impact assessment	
<b>Microenterprise Development Institute, Southern New Hampshire University</b>	
Gauteng, South Africa	March 2007

**A Market Development Approach to Enterprise Promotion: Using Market Research for Program Design (Small Enterprise Education and Promotion Network and EDA Rural Systems Pvt Ltd)**

Gurgaon, India

May 2005

**Using Market Research to Design Market Development Programs (Small Enterprise Education and Promotion Network)**

Washington D.C., U.S.A.

October 2004

**The State of the Art in BDS (Sittard Enterprise Development Center)**

Ho Chi Minh City, Vietnam

March 2004

**SELECTED SPEAKING ENGAGEMENTS**

**Donor Committee for Enterprise Development Global Seminar on Results Measurement**

Bangkok, Thailand

March 2014, March 2016

Nairobi, Kenya

February 2018

**Introduction to the DCED Standard for Results Measurement**

**DevLearn**

Online

June, October 2015; April, November 2016; June 2017

**Australian Aid Conference, Australia National University**

Canberra, Australia

February 2017

**Trends and Results in Private Sector Development**

**Donor Committee for Enterprise Development**

Bangkok, Thailand

January 2012

**Making Service Markets Work for Enterprise Competitiveness**

**Springfield Centre for Business in Development**

Phuket, Thailand

March 2006, 2007, 2008

**Employment and Income Conference and Workshop 2008: Working with the Private Sector – Public Private Partnerships for Development. (Swiss Agency for Development and Cooperation)**

Nottwil, Switzerland

January 2008

**The 3<sup>rd</sup> National Conference of the BDS Donor Coordination Group**

Presentation on Measuring Results from Market Development

Mombasa, Kenya

November 2007

**Annual Service Markets and Value Chains Seminar (International Labour Organization)**

Turin, Italy

September 2000, 2001, 2002, 2003, 2005

Chiang Mai, Thailand

September 2004, 2006, 2007

**Intercooperation/SDC Workshop on Good Practices in Swiss SED Programs**

Murten, Switzerland

January 2001

**International Conference on Business Services for Small Enterprises in Asia: Developing Markets and Measuring Performance (Committee of Donor Agencies for Small Enterprise Development)**

Hanoi, Vietnam

April 2000

**Third Annual Seminar on New Development Finance, Building Markets for Business Development Services for MSEs;** Frankfurt, Germany October 1999

**Information/Communication Technology and Micro/Small Enterprises: Impact and Delivery Systems;** Manila, Philippines December 1998

**MicroCredit Summit, Seminar on Business Development Services** Washington, D.C., U.S.A. February 1997

**National Seminar on the Urban Informal Sector (International Labour Organization)** Manila, Philippines September 1996

**Building the Competitive Advantage of Micro and Small Businesses** Washington D.C., U.S.A. June 1996