

## Curriculum Vitae

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<b>Nationality:</b>	New Zealand and USA
<b>Academic Qualifications:</b>	<ul style="list-style-type: none"> <li>&gt; Master in Public Policy, John F. Kennedy School of Government, Harvard University, 1993</li> <li>&gt; Bachelor of Science in Multinational Management, Wharton Business School, University of Pennsylvania, 1990, Summa Cum Laude</li> <li>&gt; Bachelor of Arts in International Development, College of Arts and Sciences, University of Pennsylvania, 1990, Summa Cum Laude</li> </ul>
<b>Country Experience:</b>	Australia, Bangladesh, Cambodia, Ethiopia, Fiji, Haiti, India, Indonesia, Jamaica, Kenya, Malaysia, Myanmar, Nepal, New Zealand, Nigeria, Pakistan, Papua New Guinea, Philippines, Solomon Islands, South Africa, Sri Lanka, Switzerland, Tanzania, Timor-Leste, Thailand, Uganda, United Kingdom, USA, Vietnam, Zimbabwe

### Summary of Qualifications

- Over twenty-five years of experience in private sector development, particularly inclusive 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.
- Fluency in English. Basic knowledge of Spanish, French and German.

Alexandra Miehlsbradt (Aly) has worked in private sector development (PSD) for over 25 years as an implementer, consultant, researcher and trainer. Aly is known for her client-centred technical assistance, strategic advisory, backstopping, design, documentation and review services, as well as effective knowledge management, training and facilitation. She has provided long-term advisory support to a number of market systems development programs, primarily in Asia and the Pacific. Aly has written a variety of widely used publications on PSD and results measurement with a focus on adaptive management. Aly is a leader in the global effort to improve monitoring and results measurement and the effective use of information in PSD. She has helped a wide variety of organisations - both programs and donors - to develop or improve their monitoring, results measurement and adaptive management systems. Aly is also an innovator in improving global capacity in this area, for example by training and mentoring other consultants. Aly opened Miehlsbradt Consulting Ltd in 2008 building on 10 previous years of independent consulting.

### Employment History

- > **Director**, Miehlsbradt Consulting Limited, 2008-current
- > **Independent Consultant**, 1997-2008
- > **Economic Opportunities Technical Adviser, Save the Children Federation**, Introduced value chain development to the Philippines Save the Children office and designed and advised the first value chain project there. Trained and advised on value chain development in Asia and selected other projects worldwide. 1994-1997

## Selected Consultancies

### **Philippines: Strategy Adviser, Habitat for Humanity International Terwilliger Center for Innovation in Shelter, August 2019-March 2020**

Supported the Philippines office to formulate its strategy to develop the housing market for low-income, peri-urban and rural households. Mentored strategy development and implementation in the construction labor practices subsector and provided technical assistance in monitoring and results measurement. Contributed to a global learning initiative in construction labor.

### **Global: Monitoring and Evaluation and Inclusive Economic Growth Consultant, New Zealand Ministry of Foreign Affairs and Trade Agriculture Development Programme Evaluation, Coffey, MFAT, January-June 2019.**

Assessed the evaluability of MFAT's agriculture programme globally, recommended what parts to evaluate and designed two evaluations to inform strategy changes. The evaluations cover MFAT's agriculture programme in the Pacific and New Zealand's value add to programming in agriculture.

### **Fiji, Tonga, Samoa, Vanuatu, Papua New Guinea, Solomon Islands: Strategy and Monitoring and Results Measurement Adviser, Pacific Horticultural and Agricultural Market Access Program Plus (PHAMA Plus), AECOM, DFAT, October 2018 – June 2019**

Provided strategic leadership in transitioning monitoring and results measurement from PHAMA to PHAMA Plus with a strong focus on managing for results. Supported the PHAMA Plus team to choose sectors in each country, develop sector strategies and establish a strengthened monitoring and results measurement system.

### **Nepal: Lead Monitoring and Results Measurement Consultant and Trainer, Nepal Agricultural Market Development Programme (NAMDP), Swisscontact, SDC, September-October 2018**

Led a technical review of the NAMDP results measurement system integrating diagnosis, capacity building and action planning to address issues found. Lead facilitator for a training course in results measurement for NAMDP staff and implementing partners comprising of three parts: foundation training, field research training and results measurement issues for senior managers.

### **Sri Lanka: Adviser, Economic Opportunities for the Poor Portfolio, DFAT, July-September 2018, September – November 2015**

Assisted DFAT to develop and revise its theory of change and monitoring, evaluation and learning framework for its Economic Opportunities for the Poor Portfolio. Worked with DFAT and its partners to ensure the framework was practical and agreed by all, and to develop plans to operationalize it.

### **Tanzania: Lead Consultant, Agricultural Markets Development Trust (AMDT), Danida, Embassy of Sweden, Irish Aid, SDC, May-June 2018**

Led an internal review of AMDT's strategies, design and management process flow and results measurement system. Facilitated the review in a workshop setting to identify issues, build capacity, develop solutions and formulate plans to operationalize the solutions.

### **Ethiopia: Senior Technical Adviser – Monitoring and Results Measurement, ITAD, Enterprise Partners, DFID, July 2016 - August 2018**

Provided strategic support and capacity building for the Enterprise Partners monitoring and results measurement team. This included both in-country and remote support to address challenging issues in results measurement.

### **Fiji, Timor-Leste, Pakistan, Sri Lanka and Papua New Guinea: Team Leader, Independent Advisory Group (IAG), Market Development Facility (MDF), DFAT, 2011 – 2018**

Led the IAG, coordinating workplans and the input of the other three expert consultants. The IAG provided regular strategic advice and technical backstopping support to the facility and DFAT in its management of the facility, as well as led DFAT's periodic reviews of MDF.

### **Cambodia: Monitoring and Evaluation Consultant, Cambodia Agricultural Value Chain Program II (CAVAC), Cardno Emerging Markets, DFAT, September-December 2017**

Conducted an assessment of the CAVAC M&E system and a pre-audit review according to the Donor Committee for Enterprise Development (DCED) Results Measurement Standard. Conducted workshops with the team to discuss the findings and develop action plans to address issues and challenges in the system.

### **Nepal: Lead Monitoring and Results Measurement Consultant, Samarth Nepal Market Development Program, Adam Smith International, DFID, February 2013 & July 2014 - March 2016**

Provided long-term backstopping support in monitoring and results measurement. Worked with the program to craft practical and context specific solutions to challenging results measurement issues. Conducted a pre-audit review of the Samarth results measurement system according to the DCED Standard for Results Measurement.

**Global: Technical Adviser, Trainer and Auditor, Donor Committee for Enterprise Development, 2007 – ongoing**

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. In 2008-9 worked with a core group of organisations to test the Standard. Since then, provided technical assistance in the development of the Standard, tracked lessons learned and recommended revisions. 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.

**Global: Co-Team Leader, Case study papers, Donor Committee for Enterprise Development (DCED), 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.

**Bangladesh: Technical Adviser, Katalyst, Swisscontact, January-December 2008; June-October 2010; May 2012-February 2013, February – July 2015:**

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 as well as report progress and estimated impacts to stakeholders.

**Indonesia: Technical Adviser, DFAT, 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 focused on local governance, to design and pilot an upgraded results measurement system.

**Global: Capacity Building Program Director, Cardno Emerging Markets, September 2013 – December 2014**

Designed an innovative capacity building program to develop a cadre of monitoring and results measurement consultants. 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: Technical Adviser, Pre-Audit Review, Kenya Markets Assistance Program (KMAP), Kenya Markets Trust, August-September 2014**

Conducted a pre-audit review of the KMAP results measurement system according to the DCED Standard for Results Measurement. Helped KMAP to identify underlying causes of the strengths and weaknesses in their system and use that information to develop plans to improve.

**Global: Team Leader, Monitoring and Results Measurement, Swisscontact, 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 for project specialists and regional resource persons in field research. Backstopped associate consultants in a range of monitoring and results measurement assignments.

**Nepal: Results Measurement Specialist, UNNATI Inclusive Growth Program, Denmark Ministry of Foreign Affairs, January-July 2013**

Contributed to the design of the UNNATI Inclusive Growth Program in Nepal. 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.

**Bangladesh: Strategic Adviser, Making Markets Work for the Jamuna, Padma and Teesta Chars (M4C), Swisscontact, SDC, April 2012 - June 2013**

Provided strategic advice and technical backstopping in design, monitoring and results-based management to the innovative M4C project. M4C pioneered applying a market systems development approach with remote and excluded populations on river islands.

**Global: Expert Panel Member, AusAID's Rural and Market Development Panel, 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, review and technical support missions for AusAID rural development programs including the design of the Solomon Islands Australia Rural Livelihoods Program, the sector monitoring group for the AusAID Cambodia office periodically reviewing Cambodia's rural development programs with an emphasis on the Cambodia Agricultural Value Chain Program (CAVAC), training and technical assistance for the multi-country Enterprise Challenge Fund and the Solomon Islands Agricultural Livelihoods Program and a comparative assessment of the Pacific Financial Inclusion Project's results measurement system.

### **Bangladesh: Technical Adviser, Swiss Agency for Development and Cooperation (SDC), April-May, October-November 2012**

Assisted the SDC Bangladesh office to design a results framework and monitoring system for their Cooperation Strategy 2013-2017 to 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 to build the capacity of SDC Bangladesh, partner organizations and resource persons in effective monitoring and results-based management.

### **Zimbabwe: Technical Adviser, African Enterprise Challenge Fund, Triple Line Consulting, DFID, DFAT, May-October 2012**

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.

### **Jamaica, India, Indonesia, Kenya: Senior Technical Adviser, Small Enterprise Education and Promotion Network, VALUE Program, 2008 - 2012**

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.

## **Selected Training Courses Delivered**

- **Advanced Training Workshop in Results Measurement for Private Sector Development**, November 2017, November 2019 Bangkok, Thailand
- Webinar on **Using Information in Program Management**, 2015-2019 (5 webinars), Online
- **Results Measurement for Program Managers**, March 2015, March & November 2016, August 2018: Bangkok, Thailand
- DFAT Training on **Monitoring and Results Measurement in Market Systems Development**, November 2017, Canberra, Australia
- **Market Systems Development** in DFAT, September 2016, Canberra, Australia
- **Donor Committee for Enterprise Development Standard for Results Measurement**: basic course & introduction to auditing, September 2009, Chiang Mai, Thailand; advanced course, October 2010, Kuala Lumpur, Malaysia; advanced workshop for resource people, January 2012, Bangkok, Thailand; introduction to the Standard, March 2015, Canberra Australia and February 2018, Nairobi Kenya
- Electives on **Market Research** and **Impact Assessment** at the Making Markets Work Training Programme (Springfield Centre for Business in Development), Glasgow, Scotland (UK), July 2000, 2003-2012

## **Selected Publications**

- [Promoting Systemic Change in Shallow Markets – Emerging Lessons from MDF](#) with Bob Warner and David Swete Kelly. Australian Department of Foreign Affairs and Trade, 2018.
- [Five Practitioners' Notes on Monitoring and Results Measurement](#) with Hans Posthumus. Donor Committee for Enterprise Development, 2018.
- [Fostering a Results-Focused Learning Culture – The Role of the Donor](#). Australian Government Food Systems Innovation Initiative, 2015.
- [Building a Learning Culture – The case of the Market Development Facility in Fiji](#). Donor Committee for Enterprise Development, 2015.
- [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.
- [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.
- **Service Markets and Value Chains Seminar Reader**. Seven editions with Mary McVay. International Labour Organization, 2000-2006. [Most recent edition](#)