

## Curriculum Vitae

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<b>Nationality:</b>	Dutch
<b>Academic Qualifications:</b>	<ul style="list-style-type: none"> <li>➤ PhD in Social Sciences, University of Amsterdam, The Netherlands 1999-2005</li> <li>➤ MSc in Rural Development Studies, Wageningen University &amp; Research, The Netherlands, 1992-1997</li> <li>➤ BSc in Agricultural Sciences Wageningen University &amp; Research, The Netherlands, 1990-1992</li> </ul>
<b>Country Experience:</b>	Armenia, Australia, Bangladesh, Benin, Cambodia, Fiji, Germany, India, Indonesia, Kosovo, Laos, Malaysia, Mozambique, The Netherlands, Nigeria, Pakistan, Papua New Guinea, Singapore, Sri Lanka, Switzerland, Thailand, Timor Leste, Uganda, UK, USA, Vanuatu, Vietnam

### Summary of Qualifications

- Twenty years of comprehensive experience in Private Sector Engagement and Market Systems Development (MSD) in Africa, Asia and the Pacific
- Lead researcher for market systems analysis, strategy development, program design and evaluation, poverty and gender analysis, inclusion strategies (women, youth, refugees)
- Extensive experience setting up and managing large, multi-country MSD programs. Practical experience in developing systems for human resource and capacity development, adaptive management and learning
- Specialist trainer and consultant in MSD and results management based on DCED Standard for Results Measurement
- Champion in Women's Economic Empowerment (WEE), designed a globally recognized system's approach to WEE
- Strong communication skills and client/stakeholder engagement at all levels; donors, agencies, programs, and people
- Fluency in Dutch, English and German, working knowledge of French.

Harald Bekkers has worked in private sector development as an academic and development professional for twenty years. He has a strong track record of program design, strategy development and program management. From 2011 to 2017, Harald was the team leader of the Market Development Facility (MDF). During this time, he was responsible for expanding the facility from one to five countries. Fiji, Timor-Leste, the Pakistan borderlands, North-eastern Sri Lanka and Papua New Guinea are all considered to be challenging shallow market environments, often marked by a history of conflict. Since 2019, he is the technical lead for the Strengthening Host And Refugee Populations in Ethiopia (SHARPE) program, using his shallow markets development skills to integrate refugees into the economy. Harald is a globally recognized creative thought leader in MSD, especially in relation to shallow markets, WEE and the DCED Standard for Results Measurement. He has published extensively. Harald has developed and conducted courses in market systems development and results measurement. Harald started his own consultancy firm Opportunities Unlimited B.V. in 2008.

### Employment History Summary

**Director, Opportunities Unlimited B.V., 2008-current**

**Team Leader and later CEO Market Development Facility (MDF), 2011-2018,** Led DFAT's AUD 48 million program in Private Sector Engagement in Fiji, Timor-Leste, Pakistan, Sri Lanka and Papua New Guinea.

**Associate Consultant, The Springfield Centre, 2008-2009**

**Division Manager, Katalyst Bangladesh, 2005-2008** Harald led the expansion of Katalyst's Industry and Rural Sectors.

**PH.D. research on Brokers of Capital and Knowledge, University of Amsterdam, India 1990-2004.** Harald was a member for an international research team investigating the role of business services and sector (knowledge) networks to improve competitiveness in five emerging Asian economies (India, Indonesia, Malaysia, The Philippines and Singapore).

## Details of Selected Positions and Consultancies

### **Kenya and Mali: Team Leader; Leading the Development of Gender-Responsive Last Mile Input Distribution and Services Interventions in six BoP foodstuff markets, 2Scale, Directoraat Internationale Samenwerking (DGIS), 2020-present.**

Harald leads a team of five to research, develop and implement input and services strategy for six BoP food crops. The team will review available information, identify critical production and marketing constraints, identify and design partnerships to overcome these and set up a DCED Standard complaint monitoring and results measurement system to assess their effectiveness.

### **Philippines: Evaluation Specialist/Management Consultant, Terwilliger Center for Innovation in Shelter (TCIS), 2020.**

Harald supported a review of the TCIS Philippines strategy, intervention portfolio and management systems to inform a capacity development plan and business expansion strategy. As part of a team of consultants he assessed the market potential for affordable save housing for low-income groups, identified interventions that would help unlock this market, and advised how TCIS as an organization should operate to unlock this potential, in terms of methodology, team structure, and management systems. Following the review Harald was asked to support TCIS Philippines management to implement his recommendations.

### **Ethiopia: Technical Team Lead for MSD Project Management; Management Support to the Strengthening Host And Refugee Populations in Ethiopia (SHARPE) program, Department for International Development (DFID), 2019-present.**

Harald is managing the technical delivery of the program with a focus on creating economic self-reliance for host and refugee communities in three isolated regions of Ethiopia. Harald leads on strategy, partnership development, applying effective monitoring for learning and adaptive management, building team capacity and culture in support of this. Harald developed a two-fold strategy:

- To develop regional markets in which refugees can participate as producers, workers and consumers
- Support humanitarian aid reform: stronger regional markets support a transition from in-kind to cash support and implementation of the Comprehensive Refugee Response Framework

Harald brokers deal with the private sector to extend supply chains (food, shelter, energy, inputs) and services near to into refugee camps. Harald also interacts with UNGCR, WFP and humanitarian organizations to create support for market-led development.

### **Uganda: Senior Technical Advisor for MSD Project Management; Backstopping Support to the Resilient and Efficient Agribusiness Chains program (REACH), Embassy of the Kingdom of the Netherlands (EKN), 2019-present.**

Harald helps REACH transition from a livelihoods approach to MSD. Harald supports project-level logframe/strategy re-design and team re-configuration. Harald supports teams identifying, negotiating, managing and monitoring partnership in rice and potato sector.

### **Pakistan: Lead Researcher, Scaling up Nutrition (SUN) Business Network (SBN), 2019.**

Harald led a team of consultants to analyze the potential for improving nutrition outcomes by stimulating investment in rural value chains for nutritious food stuff (e.g., horticulture, fisheries, poultry, dairy) in Pakistan. Outcomes suggest that investments along the value chain in rural SMEs by lead firms, banks and impact investors would improve production, quality, reduce losses.

### **Kenya and Malaysia: MSD / Management Consultant, International Livestock Research Center (ILRI) and WorldFish, 2018.**

Together with a merger and acquisitions specialist Harald investigated a business case for an alliance between ILRI and WorldFish. The team used the McKinsey 7S framework to examine research, geographical, and operational synergies that would justify an alliance, and provided recommendations with respect to focus and form of the alliance.

### **Uganda: Team Leader, Review of the Resilient and Efficient Agribusiness Chains program (REACH), EKN, 2018.**

Harald led a Mid-Term Review to examine the prevalent market engagement strategies for rice and potato and provided recommendations to adjust strategies, partnership models and management systems more appropriate for MSD programs.

### **Home-based: MSD Specialist / Case Writer, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), 2018.**

Harald led a two-person team to identify and develop well-documented cases containing evidence of the effectiveness of MSD in different sectors and geographies for the BEAM Exchange Evidence Map. Twelve MSD cases were published in a book.

### **Malaysia, Bangladesh and Zambia, MSD Specialist / Management Consultant, WorldFish, 2018 .**

Harald examined how WorldFish can interact more strongly with market systems, utilize its expertise to become a systemic learning organization and augment results through private sector channels. Harald provided advice on how adjust WorldFish' processes.

### **Fiji, Timor-Leste, Pakistan, Sri Lanka, Papua New Guinea: Team leader, later CEO, of MDF, Cardno Emerging Markets / Palladium, DFAT, 2011-2018.**

Harald started and built up the Market Develop Facility from a single country, four-person team to a leading international AUD 48M program – and one of DFAT's flagship programs – in the field of Private Sector Engagement, with 120+ staff in five countries. Overall Harald has been responsible for:

- International and local staff recruitment, team building, staff development and performance management.
- Building a multi-country Facility able to combine a tailored approach to each specific country (in terms of MSD approach, team composition and strategy) with strong shared systems for operations, results measurement and communications to ensure Facility-wide learning, quality assurance and consistency.
- Scoping missions and strategy development, for all countries and the overall Facility.
- Development of Annual Strategic Plans and budgets.
- Managing relations with the donor, managing contractor and stakeholders (representatives from host governments, representative bodies and development organizations) in all five countries.
- Leading technical innovation in applying MSD in shallow markets; developing a systemic business-case approach to WEE
- Pioneered a new approach to mapping and measuring systemic change and the use of communications as an influencing tool to augment results. MDF publishes its results on an annual basis and receives high scores for formal DCED audits.

**United States of America: MSD / Poverty Specialist, ACDI/VOCA and USAID, 2011.**

Harald evaluated proposals for for the Pathways out of Poverty Case Study Challenge and wrote a commentary on the synthesis paper: Pathways out of Poverty - Applying Key Principles of the Value Chain Approach to Reach the Very Poor, MicroReport #173.

**Switzerland: MSD Specialist / Case Writer, Swiss Agency for Development and Cooperation (SDC), 2011**

Harald developed a case study to illustrate the effectiveness of the MSD approach in relation to creating markets for the extreme poor in the riverine Chars in Bangladesh: Changing Markets in Favor of the Poor, SDC Asia Brief December 2011.

**Nigeria: Team Leader / MSD Specialist/Trainer, Support to the National Anti-Malaria Program (SuNMaP), Department for International Development (DFID), 2011.**

Harald led teams of international and local experts to assess the commercial market potential for Long-Lasting Impregnated Nets (LLINs) in Nigeria. The objective was to develop an MSD strategy for SuNMaP in which the development of private sector-led, non-subsidized mass markets for LLINs were combined with targeted subsidized distribution to the ultra-poor and vulnerable groups. Harald delivered a customized MSD training program to the program team in preparation for the implementation of the new strategy.

**Cambodia: Poverty Specialist, Cambodia Value Chain Program (CAVAC), Australian Agency for International Development (AusAID), 2011.**

Harald undertook qualitative field research in three Cambodian provinces to develop very detailed farm household income and expenditure poverty profiles and linked them with Cambodia's existing poverty lines to be able to inform CAVAC's poverty strategy in terms of who is likely be poor in rural Cambodia and why.

**Timor-Leste: MSD specialist, Cardno Emerging Markets, 2010.**

Harald undertook a scoping mission to assess the potential for an MSD program in a post-conflict environment characterized by shallow markets and a nascent private sector. Harald explored the potential for a more market-led agro-input distribution system to increase agricultural productivity and opportunities to diversify the urban economy in the capital and provincial towns.

**Indonesia: MSD / Management/Program Design Specialist, Australia Indonesia Partnership for Decentralization - Adding Value to Agriculture (AIPD-AVA), AusAID, 2010.**

As part of the design team, Harald developed a program structure around area strategies (for provinces and districts) bringing together private sector-led development, public sector-led development, research needs and cross-cutting issues and social inclusion. Harald was instrumental in designing a centralized, strategy-based program with a strong regional footprint.

**Nigeria: MSD and M&E Specialist/Trainer, Promoting Pro-Poor Opportunities in Commodity and Service Markets (PrOpCom), DfID, 2009-2010.**

Harald set up a results measurement system to reinforce PrOpCom's MSD approach. With the PrOpCom team, he (re-)defined sector strategies and identified interventions. He later conducted a pre-audit review of the PrOpCom RM system.

**Vietnam: M&E Specialist, SNV Netherlands Development Organization, 2009.**

Harald assessed the M&E system and assisted SNV to reform its process to be compliant with the DCED Standard for Results Measurement. Harald assessed SNV's progress in translating sector strategies into results chains; identified gaps in the results measurement system and formulated steps to progress to compliance.

**Australia, Fiji, Vanuatu: M&E and Program Design/Evaluation Specialist, Enterprise Challenge Fund (ECF) AusAID, 2009.**

As part of the three-person team, Harald reviewed the ECF that was designed to stimulate innovative pro-poor business development in Eastern Asia and the Pacific. He assessed whether the Fund was reaching its strategic objective, was managed efficiently and

effectively, and produced robust results. Harald made recommendations to make grant allocation more strategic and systemic, based upon a more robust results measurement system

**Kosovo: Team Leader, Horticultural Promotion in Kosovo (HPK) SDC and Danida, 2009.**

Leading a team of international and local experts, Harald reviewed the HKP and provided direction for the final phase of the project. Harald advised how to scale-up successful pilots to reap maximum impact, while ensuring sustainable results through systemic change and local ownership.

**Bangladesh: MSD/M&E specialist, Katalyst, SDC, DfID, CIDA and EKN, 2008-2009.**

Harald undertook a number of research assignments to strengthen the Katalyst RM system. Harald analyzed the key factors for Katalyst's impact assessment in its market development framework, including 'copycatting', 'crowding in', and the assessment of outreach, labor mobility and second-tier multiplier effects of growth on job creation and poverty reduction. Based on this Harald wrote a number of research and policy strategy papers for Katalyst.

**Armenia: M&E specialist, Regional SDC South Caucasus Program, 2008.**

Harald designed an outcome monitoring system, in accordance to the DCED Standard for Results measurement for value chain projects in isolated regions. He based the system on common impact logics applied to a variety of value chains; common indicators; and common tools for measurement and reporting.

**Fiji: Team Leader / MSD specialist, AusAID, 2008.**

Harald led a team of local and international experts to scope out future growth prospects in the Fijian economy. He investigated emerging sectors capable of replacing traditional engines of growth like sugar cane and textiles and providing tentative sector strategies and an indicative project design.

**Bangladesh: Division Manager Industry and Rural Sectors, Katalyst, SDC, DfID and SIDA, 2005-2008.**

In his role as a manager Harald implemented and managed hallmark interventions that demonstrated the potential of private sector engagement for sustainable pro-poor outcomes at significant scale. Harald oversaw the analysis of 14 rural and urban sectors and steered hundreds of partnerships with large corporations, small enterprises, industry associations and government institutions to improve the provision of essential inputs and services to over a million farmers and small entrepreneurs.

### Selected Training Courses Delivered

- > **Results Measurement**, training contractors and donors from Cardno Emerging Markets and AusAID, 2011, Australia.
- > **Market Systems Development**, training 20+ staff from NGOs working as co-facilitators in Katalyst. 2011, Bangladesh.
- > **Market Systems Development and Results Measurement**, developing customised training material and training customized training program for DfID and World Bank managers of MSD programs. 2011, Nigeria.
- > **Market Systems Development and Results Measurement**, training and backstopping services on MSD and how to develop a results measurement system in line with the DCED Standard, various programs, 2010-2011, Nigeria.
- > **Market Systems Development and Results Measurement**, designing and delivering a four-day course for 15 participants covering elements of MSD and DCED-based results measurement for the AgriBusiness Initiative (aBi). 2010, Uganda.
- > **Donor Committee for Enterprise Development Standard for Results Measurement**, develop and deliver basic course & introduction to auditing, 2009, Chiang Mai, Thailand; advanced course, 2010, Kuala Lumpur, Malaysia.
- > **Market Systems Development**, training Katalyst staff on the MSD approach. 2010, Bangladesh.
- > **Results Measurement**, developed and conducted a training program for 22 participants from SNV Netherlands Development Organisation and facilitated a workshop to align SNV's 'Managing for Results' quality control system with the DCED Standard for Results Measurement. 2010, Laos.

### Selected Publications

- > [The Story of MSD: Achieving Sustainable Impact at Scale](#). Beam Exchange.
- > [In Search of the Sweet Spot in Implementing MSD Programmes: Managing Messiness for Success](#). The Messiness Series, Market Development Facility, 2018, with Marshall Bear
- > How to Assess if Markets Work Better for the Poor: Experiences and Results from the Katalyst Project in Bangladesh, Enterprise Development and Microfinance, Vol 19. No 1, 2008, with Alexandra Miehlbradt and Peter Roggekamp.