



# Curriculum Vitae

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## Personal Statement

An international development specialist with more than 24 years of long term assignments, including 10 years with USAID. Has designed, implemented and managed projects focused on business development services, sustainable environmental practices, rural infrastructure rehabilitation and maintenance, entrepreneurship, agriculture, competitiveness, innovative technology, and trade and export promotion. Hands-on expertise in value and supply chain development, strengthening professional associations and their advocacy role, integrating women in business, technologies for reducing soil erosion, improving water quality, watershed management, land and mine rehabilitation and organic farming. Was Chief of Party for a successful agriculture and environment project in Madagascar, designed a Business Development Services (BDS)/enterprise development project in Morocco, headed the BDS/enterprise development division of a micro-finance and rural business development project in Senegal and headed the BDS/capacity building component of a trade/agribusiness and competitiveness project in Mali. Has consistently excelled at focusing on sustainable development interventions, building public-private partnerships, developing capacity of associations, federations and local service providers, and fostering a spirit of entrepreneurship and improved competitive positioning among business owners and support institutions. Presently joint partner in a productive farming operation.

## Skills

Business development services  
Sustainable environmental practices  
Rural infrastructure rehabilitation and maintenance  
Entrepreneurship  
Agriculture

Trade and export promotion  
Value and supply chain development  
Speaks English, French, Haitian Creole (2+)

## Education

<b>PhD. African Economic History</b>	University of Aix-Marseille, France. Dissertation: "The Impact of Establishing Borders in West Africa: Liberia and Its Neighbors," 1978
<b>M.A. European Economic Integration</b>	Institut Européen des Hautes Études Internationales France, 1966
<b>M.Sc., International Relations</b>	Georgetown University Washington, D.C., 1966
<b>B.A., Political Science</b>	Franklin and Marshall College Lancaster, Pennsylvania, 1964

## Current Employment

### Joint farm and environment enterprise

February 2006-present

Partner in a productive farm and environment enterprise in Morocco. Produces, advises and installs specialized plant and tree stock that reduce environment degradation of soils, watershed basins, polluted sites and that diversify agricultural production. Works with land and water management agencies and private firms to establish phyto-remediation sites.

## Work History

### Due Diligence Analyst

ARD/Roche, Millennium Challenge Corporation

April 2007- May 2007

Institutional capacity and readiness analysis in preparation for a large MCC Compact in agriculture, artisan sector and artisanal fishing.

### Value chain/Agricultural and tree crops

ACDI/VOCA, World Bank

Jan 2007- March 2007

Conducted value chain analysis and project proposal for Sierra Leone's promising domestic and export agricultural products; oil palms, cocoa, ginger, rice, cassava and poultry as part of World Bank's Rural and Private Sector Development Project.

### Value chain/Natural products Team Leader

ACDI/VOCA,

May 2006 – Nov 2006

Conducted a natural products value chain analysis (herbs and medicinal plants) in Madagascar that combined two USAID frameworks: "FRAME" for natural resource and sustainable environment practices (Nature, Health, Wealth and Power), and "AMAP" for competitive strategies using value chain analysis (Actors, Factors, Relationships). Task included value chain survey, organizing/conducting stakeholder action planning workshop, and report/recommendations for applying findings to sustainable and competitive natural resource-based projects of USAID/Madagascar.

### Agriculture and Agribusiness Chief of Party

Chemonics International, Inc., USAID/Morocco.

Mar 2005 – Dec 2005

An integrated competitiveness agriculture and agro-processing project that responded to the opportunities offered under the bilateral Free Trade Agreement between the US and Morocco. Under his guidance, the project developed an integrated commodity chain, market responsive approach for seven key products, emphasizing international standards including health and safety certification. Responsible for installation, start-up, initial work and action plans. Led initial implementation phase of a SCALE technique to reinforce and better integrate present and potential stakeholders of the aromatic and medicinal plant sub-sector. The initiative led to a widely recognized improved interaction among stakeholder groups, extending their advocacy role in negotiations with Forestry agencies. Studied agricultural production related to inadequate irrigation infrastructure, poor dam water collection and distribution. Resigned from position prior to contract completion.

### Director, Business Development Services/Deputy COP

Chemonics International Inc., USAID/Mali

2003 – 2005

A market driven trade and competitiveness project tasked to expand and diversify Mali's agricultural exports. Adapted BDS standards to the project's value chain approach; developed and implemented strategies for public and private capacity building, and product quality, SPS, EurepGap, HACCP and Fair Trade standards. Initiated a self-directed exporter association's strengthening strategy that led to a combined strategic planning by the association, an advocacy capacity and short-term seasonal planning to meet importer quality and sanitary specifications. Introduced and succeeded to realign the project along supply chain task forces as a way to complement the technical divisions; oversaw implementation of a warehouse financing scheme to increase small producer's income and increase bulk purchasing; instigated program synergy with Mission's portfolio and projects for other donor; introduced vetiver technology as a better land use practice for irrigation, water conservation and river embankment stabilization.

### Deputy COP/Director, Business Development Services

Chemonics International, Inc., USAID/Senegal

2000–2003

DynaEnterprises project,. Issued and managed more than 150 contracts to small enterprises to provide business development assistance and training to SMEs and rural business associations. Managed innovative interventions to stimulate rural enterprises and develop value chains through strategy linked "events" and follow-up actions using local service providers as a way to ensure sustainability of the business development approach; interventions included rural

technology fairs, business forums, sector specific management tools, manuals, interactive CDs, sub-sector Web sites, money-back guaranteed training, and supplier-linked networking between entrepreneurs/innovators and financing institutions. Introduced environmentally friendly and profitable agricultural packages that included waste water recovery, soil erosion protection, organic pest control, water conservation, better land use practices, reforestation, mine-site rehabilitation. Developed a for-fee approach to services, training and business information when provided by local service providers. The result was a vastly expanded regional and local service provider network; the approach was adopted by other donors. Initiated a successful “*expert junior*” program, assigning project-supported recent graduates of professional school to enterprises and associations interested in diversifying, expanding or capacity strengthening. Promoted the development of sub sector Web sites, including the banana commodity chain association, an e-commerce site for Senegalese handicraft, a public tender site for offerers and bidders of public tenders, and a site dedicated to sub-regions’ inventors and innovators for trans-border information exchange. Through introduction of vetiver technology, led to expanded use and application of vegetative solutions to soil and water conservation, increased crop production, protection (banana sub-sector) and disaster mitigation.

**Chief of Party/Senior agribusiness specialist**  
1994–1999

Chemonics International, USAID/ Madagascar

Madagascar Commercial Agriculture Promotion project (CAP). Provided overall management to a five-year rural infrastructure rehabilitation, agribusiness development and decentralization project. Strengthened rural enterprises through creation of local currency fund financing scheme, technical and BDS assistance, and rural infrastructure rehabilitation. With team, rehabilitated 460 km of rural roads, including submersible bridges, concrete and stone works, rain check points, over 50 road user associations, toll collection points, erosion and hurricane mitigation technologies, phyto-engineering, maintenance training and local governance strengthening that led to better sustainability of rural infrastructure. Initiated successful rehabilitation and improved management of a 162-km railroad, originally condemned by the World Bank for being “uneconomical,” by placing emphasis on the railroad’s environmental value and its contribution to preserving the fragile ecological corridor of the line. Initiated rehabilitation of a port facility that was the key access for exports of the country’s principal agricultural crops. Provided technical direction to the project’s agribusiness component. Supervised market information collection, analysis and dissemination activities. Promoted export of commodities, maintenance of rural roads, and environmental interventions. Initiated a program for the application of vetiver as a technology to reduce road and irrigation canal maintenance costs, best agricultural practices, improve soil quality and environmentally sustainable erosion practices. Promoted best practices and quality standards among local firms and professional associations. Ensured contractual compliance with all work planning, reporting, deliverable, and monitoring and evaluation requirements. Leveraged other donors’ contributions (Japanese, EU, and Swiss) to complement USAID funding. Recognized by USAID mission for contribution to its environment program. Under his direction, the project initiated many highly successful activities:

- *Private agribusiness extension program (expert junior)*: A program that placed young private extension agents among agribusinesses clients to reach out to rural farm and processing enterprises.
- *Agroprocessing*: Helped farmers and collectors adopt innovative agro-processing techniques for local and export markets.
- *Small agroenterprise finance*: Helped clients obtain financing for projects such as restructuring of a 600 ha irrigation network. Increased lender confidence for making agricultural loans through loan period plans for maintenance of financed equipment.
- *Transferring authority to local users group for rural road maintenance*: Developed policy framework to transfer infrastructure maintenance responsibility to local level authorities who then shared responsibility and fund mobilization with user associations.

**Project manager/business advisor**  
1990–1994

Personal Services Contractor, USAID/Morocco

Designed and supervised the implementation of a \$25 million SME development project. Delivered business development services and evolved into a BDS facilitator. Provided design and management assistance to Office of Private Sector and advised on small business financing: a venture capital fund, a warehouse receipt scheme, a loan guarantee fund, a now successful micro-financing institution, and business environment policy reform. Interfaced with businesses, entrepreneurs, professional women associations, Chambers of Commerce, environmental groups, financial institutions, NGOs, and government ministries.

**Conference organizer**

1989–1990

“Private Financing of the Agricultural Sector in Algeria,” WPI, Inc., Algeria. Three month assignment to design, organize and conduct an interdisciplinary agricultural seminar. Produced working papers to realign Algeria’s agricultural finance policy.

**Seminar director**

USAID/Madagascar

1989

Madagascar Agricultural Export and Liberalization Support project,. Three month design and implementation assignment on agricultural export market trends over the next decade. The small project evolved into a major Madagascar agriculture and trade development project.

**Small and medium enterprise sector analyst**

Ernst &amp; Young, USAID/ Morocco

1989

Conducted principal assessment for first-time entry into the small and medium enterprise sector, and public and private support institutions. Formulated recommendations for a major donor and Moroccan intervention. Resulted in USAID committing to finance a long-term BDS and enterprise development project with public and private partners.

**Private sector advisor**

Caribbean Basin Initiative Coordinator, USAID/Haiti

1983–1989

Oversaw Mission’s small-enterprise support program including assistance to the artisan sector. Designed a Management Productivity Center to provide BDS services through successful negotiations with the assembly and service sectors. Created a private board of directors to oversee the management training facility. The center was Haiti’s highest quality, privately run management-training facility. Designed and then assumed technical director and project supervisor to Haiti’s Export Promotion Corporation (PROMINEX), a public/private sector initiative. Launched an effective program to attract investments and promote Haitian exports through improved image and quality products. Liaised with U.S. embassy to promote foreign investment initiatives into Haiti and Haitian exports to the United States.

**Team leader**

Haitian-American Chamber of Commerce

1983

Six-month design and development project. Created a public-private export development corporation, and a totally private business management center.

**Evaluator**

USAID/Haiti

1983

Evaluated management systems and administrative procedures of the Haitian Development Foundation, a micro-credit and savings institution. The evaluation led to the replacement of the executive director and a redesign of the institution.

**Owner/Manager**

Consumer Energy Savers

1981-1984

Established and managed a successful residential and commercial energy conservation business. Retrofitted and modified structures with low cost techniques that increased energy efficiency and reduced energy consumption. Developed info-marketing strategies to inform as well as sell services. Client energy savings averaged over 20%.

**Business development Partnership for Productivity, Caribbean Association of Industry and Commerce (CAIC)**

1981–1982

Team leader, survey and analysis of the Eastern Caribbean (six islands) small business sector. Designed a BDS-type support system for the region’s small businesses, implemented through chambers of commerce and business associations. Included a model program for increasing the viability of small agricultural enterprises. Study led to pilot project and full-scale initiative.

**Private enterprise consultant**

Cecchi &amp; Co

1979–1981

Rural Assessment and Manpower Survey, Mauritania. Managed private sector component. Analyzed project identifications for agricultural cooperatives, artisans, and small-scale industries.

**Advisor**

Virgin Islands Business Association (VIBA)

1975

Assisted in developing the business association's basic organizational and strategic plan. Compiled statistics and information on markets and areas for potential growth.

**Personal agricultural business**

1974–1975

Organic vegetable farm, St. Croix, Virgin Islands. Established and managed a four-person vegetable farm operation to supply high-quality perishable vegetables, including tomatoes, pulses, peas, peppers, and lettuce. Operation included development of small pump irrigation systems, organic composting and fertilizer.

**Teacher**

Division of Social Science and visiting lecturer, College of the Virgin Islands

1972–1975

Taught courses in African civilization, Caribbean cultural history, Virgin Island history, and anthropology. Initiated and accompanied the college's first study field trip to West Africa.

**Manager**

Home Laundries and Cleaners Inc

1970–1972

Returned a bankrupt business, the second largest laundry system in the Virgin Islands, to profitability within one year.

**Deputy director**

U.S. Peace Corps Training Center

1969–1971

Managed center and its language and technical training cycles for volunteers serving in West Africa. Hired African, American and European trainers and administration staff.

**Peace Corps volunteer**

Zorzor Rural Teacher Training Institute

**1966–1969,**

Taught political science and African history. Subsequently, managed in-country Peace Corps training.