

## CURRICULUM VITAE

<b>Key Specialism:</b>	<b>Agribusiness and Market Development Specialist</b>
1. <b>Family name:</b>	<b>NORMAN</b>
2. <b>First names:</b>	Geoffrey Alan
3. <b>Date of birth:</b>	04 October 1946
4. <b>Nationality:</b>	British
5. <b>Civil status:</b>	Single
6. <b>Education:</b>	

Institution (Date from – Date to)	Degree(s) or Diploma(s) obtained:
University of Nottingham, Sutton Bonington (1979),	PhD Applied Biochemistry
Polytechnic of the South Bank(1972)	Member Institute of Biology (by examination)
Polytechnic of the South Bank (1966)	HNC Applied Biology

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 – excellent; 5- basic)

LANGUAGE	Reading	Speaking	Writing
English	1	1	1
Portuguese	1	2	3
Spanish	2	3	3

8. <b>Membership of professional bodies:</b>	Institute of Directors
9. <b>Other skills:</b>	Fully computer literate
10. <b>Present position:</b>	Independent Consultant
11. <b>Years with firm:</b>	3 years

12. **Key qualifications** (Relevant to the project):

Dr Norman is an international development specialist and project management expert with over 40 years of developing and emerging market experience in agricultural and rural development, institutional strengthening, natural resource management and post-conflict rehabilitation and reintegration.

- Over 45 years of direct international development experience;
- Over 25 years of policy development, project design, business and programme management experience;
- Over 15 years direct field experience of agribusiness development, rural livelihoods and community development;
- Over 10 years direct experience of working on post-conflict reintegration programmes;
- Substantial experience of institutional strengthening and capacity building and the management of change;
- Over 10 years experience as research scientist with the British Government's Department for International Development, formerly ODA, working on action research and knowledge transfer;
- Over 5 years as chief technical advisor on agricultural development in Africa;
- Extensive hands-on experience of the design, implementation and contract management of DFID and EU-funded projects;
- Former Managing Director of a leading and profitable development consulting practice;
- Former Estate Manager of commercial-scale agri-businesses in Africa, Asia, Oceania and the Caribbean;
- Former General Manager of a successful and fully integrated livestock and agri-business company employing over 450 staff in Papua New Guinea;
- Project Director, with responsibility for the effective delivery of over 50 EU, DFID and World Bank funded programmes and projects;
- Trouble-shooter and facilitator;
- Excellent communicator in English and good command of Portuguese;
- Excellent inter-personal skills with well developed and tested analytical and organisational skills;
- University lecturer with published research;

Dr Norman has worked long-term overseas in Brazil, Kenya, Guyana, Sri Lanka and Papua New Guinea and over the past 15 years has been responsible for providing technical backstopping advice to the following projects:

- Market Development (MADE) Programme, Northern Ghana (2017- to-date);
- Climate Smart Agricultural Programme, Zambia (2015 – to-date);
- Private Enterprise Programme (PEP), Zambia (2016 – to-date);
- Agricultural Livelihoods Recovery Enhancement Programme (ALREP), Uganda (2009-2012);
- Karamoja Livelihoods Programme (KALIP), Uganda (2009-2012);
- Rural Sector Development Programme (RSDP), Namibia (2010-2012);
- Strengthening and Harmonising Agricultural Information Systems (AIS), Bosnia and Herzegovina (2009-2011);
- Bananas Support Programme, Belize (2009-2011);
- Amu Darya River Basin Management Project, Afghanistan, (2008-2011);
- Rural Water Supply Sector Programme, The Gambia (2008-2010);
- Northern Uganda Rehabilitation Programme, Uganda (2006-2009);
- Institutional Development Across the Agri-Food Sector, Malawi (2006-2009);
- Amu Darya River Basin Management Programme, Afghanistan (2006-2011);
- Community Reintegration Component (CRC), Liberia (2006-2009);
- Interface Partners Programme, Liberia (2003-2005);
- Management of the DDDR Component, Liberia (2004-2005);
- Forest Resources Management and Conservation Programme, Uganda (2001 to 2006);
- Rural Coastal Fisheries Development Programme, Papua New Guinea (2002 to 2007);
- Small and Medium Enterprises Development Fund (SMEDF), Vietnam (2004-2007);
- TA to the NAO Programme Management Unit II, Solomon Islands (2003 to 2006);
- Producers Organisation Project marketing Component, Vanuatu (2004-2006);
- Stabex TA Support Programme, Tanzania (2004-2007);
- Financial Management Capacity Building, Georgia (2004-2006);
- Non-State Actors Capacity Building Programme, Sudan (2004-2006);
- Enterprise Restructuring Agribusiness and Textiles, Bosnia and Herzegovina (2002-2004);
- Private Sector Support Programme, Swaziland (2001 to 2004).
- Resettlement and Rehabilitation Programme, Sierra Leone (2001).

Since 2012 Dr Norman has been an independent consultant working predominantly on DFID-funded M4P programmes in Ghana and Zambia.

### 13. Specific experience in the Region

Country	Date from-to
Ghana	July 2017 to-date, Chief Technical Advisor to the Market Development (MADE) programme for Northern Ghana
Sierra Leone	June 2011 to June 2014 Programme Director, DFID funded Community Reintegration Programme (CRP)

## 14. Professional Experience

Date from-to	Location	Company	Position	Description
June 2017 to-date (part-time)	Tamale, Ghana (and UK home-based)	Nathan Associates	Team Leader (Phase 3) and Chief Technical Advisor	<p>Market Development (MADE) for Northern Ghana is a market systems development programme operating in the challenging agricultural markets in the 5 regions of the Northern Savannah Ecological Zone of Ghana. MADE acts as a “market facilitator”, supporting key private sector actors (partners) while engaging with public sector institutions across selected agricultural value chains to improve the provision of goods and services to smallholder farmers and improve the functioning of the markets in which they operate for the benefit of the poor.</p> <p>An in-depth market systems analysis, undertaken during the programme’s inception phase, that helped identify the target value chains and shape the adopted approach, revealed the “thinness of the markets” in Northern Ghana, including lack of capacity, diversity, level of competitiveness, growth prospects and potential for upstream and backstream linkages. Working with the team leader, market development and cross-cutting specialists the Chief Programme Advisor has been engaged in establishing selection criteria and developing business plans and budgets with MADE’s agribusiness partners, ensuring that they are well structured clear and feasible and will contribute to MADE’s objectives for market systems development. The CPA has undertaken programme and individual performance reviews aimed at identifying opportunities to <b>deepen and widen the impacts of MADE</b> to help increase farm productivity measured by gross margins per hectare, raise “guaranteed” and diversified incomes for participating smallholder farmers; increase investment and turnover for small-scale enterprises; raise profitability and competitiveness (including ability to respond to quality requirements) and elevate the profile of northern agriculture.</p> <p>The CTA has also helped develop and deliver a strategic, communications and influencing campaign with private sector, public sector and development partners to raise the profile of the programme and influence key Government Ministries, Departments and Agencies (MDAs) to adopt policy and rule changes to <b>reinforce and mainstream the impacts of MADE</b>. To ensure these campaigns have been evidenced based the CTA has helped to strengthen the programme monitoring systems and leverage lesson learning from the first four years of operations by planning and helping to deliver assessment and business case (ABC) studies aimed at reaffirming the business case for private sector led smallholder development in Ghana.</p>
March 2018 (2 weeks)	Lusaka, Zambia	Nathan Associates	Extension Proposal Writer	<p>PEPZ is scheduled to close in March 2019. Building on the private sector experience developed from former work in Zambia and knowledge of the PEP programme, the consultant was tasked with writing an extension proposal setting out a strategy to deepen and mainstream the approaches already developed and to address the many constraints to local supplier and local content development that remain. The consultant identified and reviewed various extension options and tested these against the anticipated implementation schedule and draw-down of funds taking into account existing signed commitments and new business opportunities still at early planning stage with partners. A proposal outlining the justification for and scope of a 2 year, costed extension of PEPZ was developed and submitted.</p>

Date from-to	Location	Company	Position	Description
April 2017 (3 weeks)	Lusaka, Zambia	Nathan Associates	Business Development Services Advisor	<p>DFID is providing up to £15.3 million over a five-year period (2014-2019) to strengthen and build the capacity of Zambia's private sector to create jobs, contribute to the diversification of the economy, and promote inclusive economic growth. PEPZ was designed around four interlinked components, mapped to its four outputs: <b>Accelerator Fund (AF)</b> - providing early-stage capital, technical assistance and mentoring support to investment-ready SMEs capable of transformative growth; <b>Business Linkages Programme (BLP)</b> - to facilitate increased use of domestic SMEs by large Zambian-based firms; <b>Business Development Services (BDS)</b> component – to improve demand for and supply of high quality BDS; and <b>Business Plan Competition (BPC)</b> – employing a national, televised prize-winning competition between early-stage businesses aimed at raising awareness and promoting private enterprise development.</p> <p>The BDS Adviser supported the team to undertake a review of the models funded under the BDS component and undertook a review of the existing Performance Grant Agreements to verify opportunities to increase the commercial offers being made to partner entities engaged on the programme.</p>
November 2017 (2 weeks)	Lusaka, Zambia	Conservation Farming Unit (CFU)	Consultant	<p>The consultant developed a 5-year strategic business plan providing CFU management with a road map from which to upgrade its present systems and procedures, ensure growth and enhanced financial viability and suggest ways to build a stronger business development capacity within the company. Specifically, to provide guidance to the CFU Board and management on how the company will ensure its ability to deliver on existing obligations and how it will go about developing its capacity to ensure the longer-term viability of the company – with detailed plans setting out how the company should be sustained both in terms of financial and human resources to deliver on current obligations and future expectations and ambitions.</p>
Jan to Dec 2015	Lusaka, Zambia (and UK-home- based)	DAI/HTSPE	Governance and Institutional Expert	<p>As a member of a design study team for DFID Zambia's Climate Smart Agriculture Programme, responsible for assisting with the preparation of programme and business case documents, specifically policy, political and institutional appraisals as well as ICF funding concept notes and a review of ongoing and planned conservation farming programmes in Zambia. During the initial scoping phase undertaken during Jan/Feb 2015 the expert identified a number of key issues that the proposed implementing organisation would need to address to accelerate progress in achieving CA adoption, enhance systems for data collection and feedback and improve its engagement with the private sector service and input suppliers. A more detailed analysis of governance and contractual arrangements was undertaken at the end of the design process and the recommendations adopted in the final business case submission. The proposed accelerated roll-out of the training activities of the CFU across 26 districts in Zambia represents a large scale investment in agricultural technology diffusion that is destined to deliver transformational change within the country. It is primarily aimed at addressing productivity decline and climate resilience but the sustainable adoption of conservation farming not only improves yield, it also greatly reduces the labour burden on women and children. The proposed changes to the institutional culture of the CFU will make it more innovative, commercially aware and responsive to farmer demand and business opportunity. This will help improve its engagement with</p>

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				agricultural input and service suppliers and lead to increased investment by the private sector in CA development in Zambia.
Jan 2012 to Apr 2013	Dili, Timor-Leste	Cardno Emerging Markets (Belgium)	Interim Team Leader	Interim Team Leader of the Institutional Capacity Building Programme of the NAO in Timor Leste (phase II). The programme sought to Increase the capacity of the NAO office in the design of programmes/projects and their appraisal (project cycle management) according to EDF procedures and to assist the NAO Services in fulfilling its role and responsibilities as set in the Cotonou Partnership Agreement. Duties during the three-month assignment included, the strengthening of the internal organisation of the NAO office, including a redefinition of the functional and hierarchical relationships and a tightening of internal financial and operational procedures and controls; establishment of improved accounting and EDF payment system and the training of local staff in its use; introduction of tighter controls on project cycle management, taking into account EDF rules and procedures; development of greater awareness among key development stakeholders on the main issues regarding development cooperation and more specifically EU strategies and policies, and the mainstreaming of cross cutting issues; improved coordination with other Development Partners through the active involvement of the NAO's office in aid effectiveness activities; ensuring the effective participation of Timor-Leste in the Pacific 10th EDF regional programme and PALOP-TL multi-country programme; And preparation of programme estimates and reporting of start-up and operational Programme Estimates.
Sep 2002 to July 2012	Thame, UK	Cardno Emerging Markets (UK) and Cardno Emerging Markets (East Africa) Ltd	Managing Director	Managing Director, Cardno Emerging Markets Ltd (UK and East Africa), Thame, UK and Nairobi (Kenya) Business Unit Area Manager responsible to the Board of Cardno for delivering the corporate business plans and company objectives, for strengthening the financial base of the Company, for ensuring adequate funding of existing and new business and for establishing and implementing strategies for the growth of the business to achieve long-term sustainability and satisfactory return for shareholders. Also responsible as Projects Director for the successful delivery of all company long-term contracts, including (EU-funded Uganda KALIP, ALREP: Afghanistan ARBP; Malawi IDAF, Namibia RSDP; Liberia CRC; Swaziland PSSP, Sierra Leone RRP; Papua New Guinea RFDP; DFID-funded African Financial Education Fund and the Remittances Partnership Programme in Bangladesh). Also Lot 13 Framework Manager for the EU Humanitarian Aid, Conflict Management and Post Conflict Support programme. The joint turnover of the two Cardno Emerging Markets companies exceeded £8m and provided a range of development services to international, bilateral and regional clients in the sectors of rural development, food security, post-conflict stabilization, financial and private enterprise development.
July 2001 to Sep 2002	Stone, Bucks, UK	Agrisystems Ltd,	Operations Director	Appointed as Operations Director to improve the delivery of long-term EU and DFID funded contracts, with specific responsibility as Project Director for the DFID funded Community Reintegration Programme in <i>Sierra Leone</i> and the Client Oriented Agricultural Research and Development Programme in <i>Uganda</i> . Subsequently appointed Projects Director with overall responsibility for the

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				winning and delivery of the entire Projects portfolio in Asia, Africa and Europe with additional Project Director responsibilities for EC-funded projects in <i>Papua New Guinea, Romania, Solomon Islands, Vanuatu, Swaziland, Namibia, Uganda, Sierra Leone, Malawi and Tanzania.</i>
August 1996 to July 2001	Chatham Maritime, Kent, UK.	Natural Resources International Limited,	Projects Director and Regional Director for Latin America and the Caribbean	Following its purchase by a consortium of universities including Imperial College, Edinburgh and Greenwich, appointed Regional Director (Latin America and the Caribbean) for NR International before assuming responsibility for the management of the Company's Projects Group, comprising a team of 15 managers and support staff with a portfolio of over forty inter-disciplinary and multi-institutional projects in Asia, Africa, Latin America and the Caribbean and with a combined turnover in excess of £10 million per annum. Undertook regular overseas missions to <i>Tanzania, Colombia, Ecuador, Guyana, Dominican Republic, Ethiopia, Nigeria, Angola, India, Bhutan, Nepal and Indonesia.</i>
April 1994 to August 1996	Chatham Maritime, Kent, United Kingdom	Natural Resources Institute	Head of Special Projects	Appointed by and directly responsible to the Chief Executive, undertook a series of strategic studies leading to the down-sizing and restructuring of the Natural Resources Institute along commercial lines and for the subsequent acquisition of the Institute into the university sector. UK Fund Manager for the DFID Advisory and Support Commission with an annual budget of over £4 million for the procurement of advisory and representative services for the Natural Resources Advisers.
May 1991 to April 1994	Port Moresby, Papua New Guinea	Ilimo Poultry Products Pty Ltd	General Manager	General Manager reporting to the Chairman of Board of Directors of the Investment Corporation of Papua New Guinea and the corporate managers (Booker Tate Limited). Responsible for the day-to-day management of a 1,500 hectare livestock estate and fully integrated agro-industrial business on the outskirts of Port Moresby, employing 400 people and 50 small holder contract growers. President of the PNG Poultry Producers Association.
May 1986 to May 1991	Thame, Oxfordshire, United Kingdom	Booker Tate Limited	Senior Livestock Consultant and Project Coordinator	Senior consultant at Booker Tate with responsibility for business development and corporate management of a portfolio of state and privately-owned, livestock businesses in <i>Papua New Guinea, Guyana, Sri Lanka, Kenya and Zambia</i> , with an annual turnover of approximately £30 million.
November 1984 to May 1986	London, United Kingdom	Tropical Development and Research Institute	Scientific Secretary and Head of Livestock Section	Scientific Secretary and Head of the Livestock, Hides and Skins Section, responsible for establishing and running the Institute's Projects and Contracts Office, for administering overseas trainees, and for managing programmes of applied research in the livestock sector as part of the British Government's Aid Programme. The work involved short-term overseas assignments in <i>India and Pakistan.</i>
May 1983 to February 1984	Sao Paulo, Brazil	Inter-American Institute for Cooperation in Agriculture	Food Scientist and Senior Livestock Consultant	On secondment to the Brazilian National Research Administration (EMBRAPA) appointed as livestock consultant to assist in the establishment on a series of national centres for animal production and livestock products research and extension in the states of <i>Sao Paulo, Ceara, Mato Grosso and Parana.</i>
January	Paraiba, N-	Federal	Visiting	On secondment to the Brazilian Government under Technical Cooperation terms as part of an

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1981 to February 1983	East Brazil	University of Paraiba	Professor of Food Science and Technology	institutional strengthening programme, responsible for establishing teaching and research programmes for Masters degree students in the field of food science and technology and for delivering lectures at the Federal University of Paraiba.
November 1977 to January 1981	London, United Kingdom.	Tropical Products Institute,	Senior Scientific Officer, Fish and Meat Section	Senior Scientist, responsible for drafting research and development strategies in the animal production and products technology sub sectors, coordinating and conducting applied research in the UK and overseas, preparing consultative documents and technical reports as part of the Government's Aid Programme in the Natural Resources Sector. Conducted short term assignments to <i>Tanzania, Ecuador, Paraguay, India, Brazil and Mexico.</i>
November 1975 to November 1977	Campinas, Sao Paulo, Brazil.	Institute of Food Technology (ITAL)	Technical Cooperation Officer (Food Scientist)	On secondment to the Sao Paulo Institute of Food Technology, as part of a British Government bilateral funded Institutional strengthening programme, responsible for establishing pilot facilities, initiating applied research programmes and contributing to the development of food science and technology courses at the Universities of Campinas and Sao Paulo.
November 1974 to November 1975	London, United Kingdom	Tropical Products Institute (TPI)	Higher Scientific Officer	This was to become the start of Dr Norman's career in International Development Assistance. Appointed as research scientist and field officer to develop and conduct applied research in the UK and overseas as part of the British Government's development aid programme to improve the handling and transport of perishable tropical goods to promote the export of natural products from developing countries. Geoff conducted short-term overseas missions in <i>Botswana, South Africa and Kenya.</i>

#### 15. Other information (e.g. Publications)

1. Determination of the Concentrations of Some Glycolytic Intermediates in Meat Extracts using the UNICAM AC600 Automatic Chemistry System, Pye Unicam 23, (1970), G A Norman and M J Follett
2. Quantitative Thin-Layer Chromatography of ATP and the Products of its Degradation in Meat Tissue; Journal of Chromatography, 90 (1974), 105-111, G.A.Norman, M.J. Follett and D.A. Hector
3. The Ante-Rigor Excision and Air Cooling of Beef Semimembranosus Muscles at Temperatures between -5 and +15oC, Journal of Food Technology (1974), 9, 509-523, M.J. Follet, G A Norman and P W Ratcliff
4. Studies on the Meat Production Characteristics of Botswana Goats and Sheep; Part 1: Sampling Methods, Materials and Measurements on the Live Animals, Meat Science (1) (1977), 63-85, Applied Science Publishers Ltd, J E Owen, G A Norman, I L Fisher and R A Frost
5. Studies on the Meat Production Characteristics of Botswana Goats and Sheep; Part 2: General Body Composition, Carcase Measurements and Joint Composition, Meat Science (1) (1977), 283-305, Applied Science Publishers Ltd, J E Owen, and G A Norman;
6. Refrigeration and Freezing of Meat, Proceedings of the FAO funded Food Technology Regional Conference, Latin America (1978), 16.1 -16.7;
7. Consideracoes sobre o Abastecimento de Carne nos Municipios; Congresso Sobre a Carne, Revista Nacional da Carne, Marzo (1984) No. 87, Ano VIII Geoffery A Norman e Odair Otavio Corte
8. Meat Technology Project in Brazil, Overseas Development March 1977 4-Geoffrey Alan Norman
9. Estudo Comparativo da Qualidade da Carne das Racas Nelore, Guzera, Canchim e Charolesa, Proceedings of the Brazilian Food Science Association, Recife (1977) Area de Tecnologia de Alimentos E:35 and E:36

10. Effects of Breed and Nutrition on the Productive Traits of Beef Cattle in South-East Brazil: Part 1: Live Animal Measurements Vol 5, No.6 1981, p 425, G A Norman and P E de Felicio
11. Effects of Breed and Nutrition on the Productive Traits of Beef Cattle in South-East Brazil: Part 2: Tissue Distribution and Carcase Composition Vol 6 1982, p 1-13, G A Norman and P E de Felicio
12. The Influence of Carcase Position during Rigor on the Tenderness of Bovine Muscles from Mature Zebu Animals, Trop. Science (1980), 22 (3), 287, G A Norman and G. Cia
13. The Acid Treatment of Animal By-Products, Trop. Sci. (1979), 21 (4), 221, G A Norman, D Silverside, D A Hector and Sarah Francis
14. The Marketing of Products from Intensive Livestock Enterprises in Developing Countries, Proceedings of the Harrogate Conference, November (1979), John Disney, Geoffrey Norman and David Silverside
15. The Challenge of Feeding Tomorrow's World, House Journal of the TALAN (Technology Serving World Agriculture), Spring 1990
16. Carne de Sol: A Necessidade da Modernizacao das Praticas de Processamento de um Produto Tradicional Revista Nacional da Carne, Marzo (1983), Geoffrey Alan Norman, Elisene Fernandes Oliviera e Veronica Costa Lyra Neto
17. Influencia da Pendura da Carcaca Immediatamente Apos o Abate na Maciez da Carne Bovina, Coletanea do Instituto de Tecnologia de Alimentos, Vol. 8 (1971), Geraldo Cia e Geoffrey A. Norman
18. High Temperature Processing of Pork, Acta. Alimentaria Polonica Vol VIII, XXXII, No.3-4 (1982), Geoffrey A Norman, Linda Nicolaides, Carole Tait, Christopher Grimes and Robert Hennig.