

Curriculum Vitae
 Mary E. Morgan
 Nationality: Canadian

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Key Qualifications

Ms. Mary Morgan specializes in private sector development in developing and post conflict countries; specifically focusing on incorporating vulnerable populations into higher value markets. She has expertise in conducting assessments, designing projects, and evaluations. Specifically her experience includes:

- Subsector and value chain analysis
- Business Development – Making Markets Work for the Poor (MMW4P)
- Identifying commercial solutions to market constraints faced by micro enterprises
- Designing national microenterprise development program strategies for non profit organizations which include monitoring and evaluation systems to track the impact
- Designing and implementing socio-economic impact evaluations
- Incorporating a gender analysis and community based approach into project design
- Building capacity with national staff in how to conduct all the aforementioned activities.

Education:

Date	Institution	Degree
2007-	Bath University, UK	Research PhD Economics & International Development
1991-1992	St. Francis Xavier University, Canada	Masters in Adult Education <i>Thesis: Developing Economic Literacy for Women Utilizing Popular Education Techniques. Available in English and Spanish</i>
1986-1987	University of Winnipeg, Canada	Bachelor of Arts Degree Sociology Major
1984-1985	School for International Training, USA	

Language Skills (5 for perfect fluency)

Language	Reading	Speaking	Writing
English (mother tongue)	5	5	5
Spanish	4	3.5	3.5

Employment Positions Held

2004-present MMorgan Consulting (see assignments below)

Consulting focused on business development services in the NGO sector with assessments, project design, staff development, training, evaluations and research.

2002-2003 Executive Director for Partners for Economic and Community Health (PEACH), Vancouver, Canada

Responsible for the operations of a lending agency in the poorest urban postal code of Canada impacted by the illegal drug economy. Developed institutional framework and programs that addressed the socio-cultural reality: a mentorship program for clients, social enterprise strategy and an asset development program for women on social assistance.

2000-2002 Director of Program Development for Katalysis Partnership
Stockton, California

Responsible for R&D with new products and services for a 12 member microfinance institution network in Central America, the provision of technical support to the regional technical team based in Honduras and administering grants to ensure that outputs were achieved. Significant achievement was developing the exit strategy for the Regional Office to become 100% independent over a 2 year period.

- 1999-2000** Socio-Economic Sector Coordinator for CARE International
Bosnia Herzegovina (BiH)
Responsible for supervising 8 project managers who supervised 120 local staff, managing a budget equalling US\$9million, proposal writing, donor development and co-ordinating with other sectors to insure comprehensive integrative programming.
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- 1992-1999** Microenterprise Development Consultant (see assignments below)
Developed credit programs for women and youth and provided business counselling for accessing loans.
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- 1988-1991** Business Instructor
Assiniboine Community College, Red River Community College, Women Working Inc.
Rural Manitoba, Canada
Developed and delivered rural Entrepreneurship Courses to women on how to prepare a Business Plan.
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Publications

- Technical Note Number 1: Applying a Gender Lens to Katalyst Market Development Activities.
Bangladesh: Katalyst. 2006.
- Value Chain Development and the Poor, Lead Author. The SEEP Network Progress Note No. 16,
October 2006 <http://www.seepnetwork.org/content/library/detail/4695>
- BDS Consultancy Report – Cowpea Subsector Approach, prepared for Mercy Corps, May 2005
<http://www.bdsknowledge.org/dyn/bds/docs/490/MC%20Liberia%20Cowpea%20MA%202006.pdf>
- Irwin, B., Grant, B., Parker, J. & Morgan, M., 2005. Strengthening the role of AIDS-affected MSEs in productive markets. *Small Enterprise Development*, 16 (3), pp. 12-25.
- Irwin, B., Grant, B., Parker, J. & Morgan, M., 2005. Strengthening the Role of AIDS-Affected MSEs in Productive Markets: BDS on the Margins HIV/AIDS Paper for the United States Agency for International Development (USAID) prepared by Development Alternatives, INC (DAI). 44 pages.
http://www.ruralfinance.org/servlet/BinaryDownloaderServlet?filename=1131114506391_Strengthening_the_role_of_AIDS_affected_1034974621.pdf
- HIV/AIDS and BDS Virtual Information Gathering Session - Lessons Learned and Identified Strategies,
SEEP Network, May 2004. <http://www.seepnetwork.org/content/library/detail/752>
- Compilation of Daily Discussions BDS & HIV/AIDS, Small Enterprise and Education Promotion (SEEP)
Network, May 2004. www.seepnetwork.org/content/library/detail/741
- From Project to Social Enterprise: Curriculum to Develop a Social Enterprise Business Plan; Partners for Economic and Community Help (PEACH) Vancouver, Canada, December 2003
<http://www.economicSunplugged.com/myfiles/PEACH%20SE%20Biz%20Planning.pdf>
- Mentorship Program Guide: Steps to Starting Business Mentorship in Your Area, Partners for Economic and Community Help (PEACH), Vancouver, Canada; October 2003
<http://www.economicSunplugged.com/myfiles/PEACH%20Mentorship%20Program.pdf>
- Best Practices for Making Financial Services Accessible for Vulnerable Populations, VanCity Credit Union, Vancouver. September 2002
<http://www.economicSunplugged.com/myfiles/MF%20Best%20Practices.pdf>
- When Disaster Strikes: An Action Plan for Preparation and Response for the Unexpected in Central America, Katalysis Partnership, July 2001.
<http://www.economicSunplugged.com/myfiles/When%20Disaster%20Strikes.pdf> Available in Spanish at http://redkatalysis.org/documentos/plan_repuesta_desastres.pdf
- Regulations that Affect Microfinance Institutions in Central America, Katalysis Partnership, May 2001.
<http://www.microfinancegateway.org/content/article/detail/3281> 30 pages. Also available in Spanish at <http://www.economicSunplugged.com/myfiles/MF%20leyes-CA-05-01.pdf>
- “Working for Social Change: Learning from and Building Upon Women's Knowledge to Develop Economic Literacy” in Women in Work and Gender Relations in Developing Countries: A Global Perspective, eds. P. Ghorayshi. & C. Belanger. Greenwood Publishing Group Inc., CT. 1996, pp194-208.
- Creating our Future Today: Initiating Micro Enterprises and Participating in Revolving Loan Funds. 1993.
Also available in Spanish. The United Nations Non-Governmental Liaison Service included this in a series of books on Women and Development Projects in 1993.

Date	Location	Client	Description
Nov. 2009- Oct. 2010	Vancouver	Small Enterprise and Education Promotion (SEEP) Network	Technical Advisor on Social Networking for the Value Chain Initiative Program <ul style="list-style-type: none"> 10 days provision of on-line coaching and provision of technical advise for SEEP Partners in India, Indonesia, Jamaica and Kenya
February 2010	Vancouver	ACDI/VOCA	Researcher and Writer <ul style="list-style-type: none"> Wrote first draft of Social Regulation section of the MicroLinks Value Chain Wiki
November 2009	Costa Rica	EARTH University	Instructor – Value Chain Development and Marginalized Populations <ul style="list-style-type: none"> Developed and delivered two courses in Spanish to Costa Rican professionals working for government ministries, Universities and NGOs as well as Agricultural High School Teachers
August 2009	Vancouver	ACDI/VOCA	Researcher and Writer <ul style="list-style-type: none"> Prepared annotated outline with links to tools and case studies for the Social Regulation section of the MicroLinks Value Chain Wiki
November 2008	Thailand	Enterprise Works/VITA	Rainwater Harvesting Value Chain Analysis <ul style="list-style-type: none"> Conducted a water systems subsector analysis and domestic rainwater harvesting value chain analysis in Thailand
October 2008	Vancouver	CARE USA	Advisor for Global Value Chain Program <ul style="list-style-type: none"> Assisted CARE USA Economic Development Unit's in developing its value chain strategic plan for providing direction to CARE missions
October 2007-	Bath UK		Doctoral Program <ul style="list-style-type: none"> Research PhD candidate at the Department of Economics and International Development, Bath University
July – September 2007	Vancouver BC	Omidyar Network	Research on Microfinance Network Organizations <ul style="list-style-type: none"> Gathered research on 15 microfinance Networks based in the USA and 34 of their microfinance institution partners Analyzed current practices and service provision
July 2007	Bangladesh	International Finance Corporation's SouthAsia Enterprise Development Facility (IFC-SEDF)	Impact Assessment Framework <ul style="list-style-type: none"> Developed Impact Assessment Framework for 7 projects operating in 3 sectors—Agribusiness, Light Engineering Sector & Ready Made Garment
March 2007	Herat, Afghanistan	Zardozi - Markets for Afghan Artisans	Silk Thread Value Chain Analysis <ul style="list-style-type: none"> Conducted silk thread value chain analysis Developed strategy to develop the value chain
February 2007	Vancouver, BC	Mennonite Economic Development Associates (MEDA)	Author of Manual for Value Chain Development Prepared toolkit which guides reader through the steps of conducting a value chain analysis and developing interventions to remove constraints that impede value chain development that benefits the poor.
November 2006	Guinea	International Rescue Committee	Value Chain Analysis <ul style="list-style-type: none"> Trained local NGO staff on how to select a competitive value chain in a war torn region and conduct a value chain analysis Reviewed interventions designed by the staff
October 2006	Washington DC	Small Enterprise and Education Promotion (SEEP) Network	Instructor – Value Chain Development and Marginalized Populations <ul style="list-style-type: none"> Prepared and delivered a 2 day workshop at the SEEP Annual Conference

Consultancies

Date	Location	Client	Description
September 2006	Bangladesh	KATALYST	<p>Gender & Market Development</p> <ul style="list-style-type: none"> Analyzed how women farmers access technical information on input supplies for vegetable prosecution Provided guidelines on how to integrate a gender lens to market development projects with contract farming and conducting a value chain analysis
June 2006, 2005, 2004, 2003, 2002, 2001	New Hampshire, USA	Southern New Hampshire University	<p>Instructor & Faculty Advisor</p> <ul style="list-style-type: none"> Developed and delivered introductory and advanced Market Development courses at the Microenterprise Development Institute.
March – May 2006	Pakistan Canada	Canadian International Development Agency (CIDA)	<p>Senior International Consultant</p> <ul style="list-style-type: none"> Led a scoping mission on women’s economic empowerment in Pakistan – interviewed key stakeholders in Government, private sector, donors and civil society to identify the existing gaps in initiatives facilitating women’s economic empowerment Prepared a program strategy outline for CIDA to facilitate women’s economic empowerment over a 3 year period using the market development approach.
January 2006 September 2004	South Africa	Southern New Hampshire University & University of Limpopo	<p>Instructor & Faculty Advisor</p> <ul style="list-style-type: none"> Developed and delivered introductory and advanced Pro Poor Market Development courses at the Microenterprise Development Certificate Program Developed the Market Development Track – course descriptions, identified instructors
November 2005	Sierra Leone	American Refugee Committee	<p>Identifying Financial Products for Actors along the Value Chain</p> <ul style="list-style-type: none"> Selected most competitive value chain Conducted a financial services assessment Identified gaps in financial services Identified financial service providers and products
October 2005	Morocco	Aid To Artisans	<p>Value Chain Analysis & Market Assessment</p> <ul style="list-style-type: none"> Researched opportunities for rural women weavers to enter higher value markets Identified market opportunities with home furnishing manufacturers
April – May 2005	Liberia	Mercy Corps	<p>Value Chain Development</p> <ul style="list-style-type: none"> Designed and delivered a 4-day training on the new trends in BDS for 28 Liberian NGO staff. Conducted a Subsector/Value Chain analysis while training 12 local NGO staff. Developed a strategy to develop the cow pea subsector with 5000 farmers from 10 villages.
December 2004-January 2005	India, Bangladesh, Zambia, Nepal, Vietnam, Denver	International Development Enterprises	<p>Lead Evaluator</p> <p>Conducted an evaluation for a 3 year USAID Matching Grant on a program operating in 5 countries that created markets for the poor through the development of value chains.</p>

Consultancies

Date	Location	Client	Description
March – September 2004	Washington DC	Small Enterprise Education Promotion (SEEP) Network	<p>Researcher</p> <ul style="list-style-type: none"> Moderated a 10 day virtual discussion on HIV/AIDS and BDS Contributed towards a paper that illustrated potential strategies to incorporate HIV/AIDS affected households in to lucrative markets. Paper title: “Strengthening the Role of AIDS Affected MSEs in Productive markets”. <p><i>Subcontracted by Development Alternatives, Inc. for USAID Accelerated Microenterprise Advancement Project (AMAP)</i></p>
September 2003	Geneva	International Labour Organization	<p>Curriculum Development</p> <ul style="list-style-type: none"> Wrote a manual to guide women who were on Welfare and interested in starting their own micro enterprise.
June 2003	Zimbabwe	CARE International	<p>Subsector Analysis & BDS Market Assessment</p> <ul style="list-style-type: none"> Developed and delivered a 3 day training for BDS project staff Conducted a Subsector Analysis & BDS Market Assessment for paprika. Developed a proposal for the next phase of a Market Linking Project
November 2002	Bosnia Herzegovina	United Methodist Committee On Relief (UMCOR)	<p>Instructor</p> <p>Developed and delivered a 5 day workshop in BDS project design for a market linking project for 20 project staff</p>
October 2002	Croatia	International Rescue Committee (IRC)	<p>Subsector Analysis & BDS Market Assessment</p> <ul style="list-style-type: none"> Developed and delivered a 1 day workshop on the principles of Business Development Services to all mission program staff Conducted a BDS market assessment Developed a BDS strategy for IRC Croatia
August-September 2002	Vancouver, Canada	Katalysis Partnership	<p>Partnership Methodology</p> <p>Systematized the Katalysis Partnership methodology – assessment, selection and probationary status for microfinance institutions that wish to become members of the Katalysis Network.</p>
September – December 1998	Toronto, Canada	Street Kids International	<p>Curriculum Development</p> <ul style="list-style-type: none"> Developed curriculum to build capacity amongst youth workers in developing countries to assist youth at risk in identifying viable income-generating activities. Products developed: a handbook for youth workers, a facilitator’s guide to train the youth workers, educational tools to use with both products.
June-August 1998	Guatemala	The Asociación Ixoqib with FUMEDI (Fundación Metodista de Desarrollo Integral)	<p>Lead Evaluator</p> <ul style="list-style-type: none"> Developed participatory instruments to measure the socio-economic impact of \$50 loans to women who were widows and members of a textile cooperative. Trained the coordinator and assistant in how to use the instruments. Co-facilitated workshops in isolated villages where the widows lived Delivered report with findings and recommendations

Consultancies

April 1998	Ecuador	Street Kids International	<p>Curriculum Development</p> <ul style="list-style-type: none"> Developed curriculum to be utilized in a programme committed to assisting youth at risk aged 14-16 to improve their work skills and develop micro-enterprises. Assisted Street Kid International's Partner <i>PMT (Programa Muchacho Trabajador - Child Worker Programme)</i> to systematize and articulate their pedagogical methodologies.
April – June 1997	Peru	Consortium comprising of Power Economics Consulting, Kaftur Engineering and Adco	<p>Labour Force Survey</p> <ul style="list-style-type: none"> Conducted labour force research with a gender lens as part of a feasibility study for a consortium scheduled to establish a power plant in Trujillo, Peru. Developed a Gender Equity Plan for the power plant.
September 1996- April 1997	Winnipeg, Canada	North End Women's Centre	<p>Social Enterprise Business Plan</p> <ul style="list-style-type: none"> Facilitated participatory market research conducted by women in social program that made blankets with a native design (Star Blankets) to determine the potential in developing a small business venture that would make the programme self-sufficient. Developed a business plan to launch a social enterprise and organizational capacity to move from a social programme to a social enterprise.
May – June 1996	Zambia	Street Kids International	<p>Peer Lending Credit Program</p> <ul style="list-style-type: none"> Conducted an assessment, developed and implemented a credit programme for AIDS orphans. The programme included life skills and business management skills training for vulnerable youth to operate collective micro-enterprises and receive credit. Trained Zambian staff to operate and manage the programme.
November 1995-April 1996	Winnipeg, Canada	Women's World Finance Manitoba and SEED Winnipeg	<p>Peer Lending Credit Program</p> <ul style="list-style-type: none"> Developed & implemented the first peer lending programme (Credit Circle Programme) for women living in poverty in the province of Manitoba.
September 1995 – January 1996	Winnipeg, Canada	Neechi Foods Community Store, an Aboriginal Worker Cooperative	<p>Market Development Consultant</p> <ul style="list-style-type: none"> Created marketing strategies to increase the worker owned cooperative's market share and conducted customer service training for employees.
October 1995-April 1996	Winnipeg, Manitoba	Women's Enterprise Centre	<p>Business Consulting</p> <ul style="list-style-type: none"> Consulted to women business owners on business management, marketing and preparing Business Plans to apply for business loans at financial institutions. <i>Loans ranged from \$4,000-\$130,000.</i>
November 1994-September 1995	Winnipeg, Manitoba	YM-YWCA Employment Training Services	<p>Business Instructor</p> <ul style="list-style-type: none"> Business instructor and consultant for Unemployment Insurance recipients starting up businesses. Trained participants in Business Plan development, consulted on marketing, operational systems and financial management.
October 1992-June 1993	Guatemala	Canadian International Development Agency	<p>Peer Lending Credit Program</p> <ul style="list-style-type: none"> Developed a village bank model Trained a local manager in disbursement and recovery systems Developed a manual in Spanish on how to start up a revolving loan fund for women