

## Jeffrey Craig Fine

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### Profile

- Over 30 years experience in strategic planning and economic analysis (Africa, East and South East Asia, Latin America, and Middle East)
- Expertise in program design, implementation and evaluation
- Experienced project manager

### Education

- London School of Economics, MPhil (Economics) (1970) (Commonwealth Scholar)
- University of Toronto, BA (Hons) (Political Science and Economics) (1966) (First Class Honours)

### Languages

French            reading and speech (good)            writing (fair)

### Personal Interests

Squash, swimming, scuba diving, music, reading, community service

### Personal Data

Born Toronto, Canada on 18 July 1945  
Canadian citizen

*March 07*

## **Professional Experience**

### **Jeffrey C. Fine Consulting**

Ottawa Canada

From July 1994 to present

#### ***Economic Analysis and Strategic Planning:***

- Participation in preparation of Country Economic Memorandum for Nigeria (DFID and World Bank)
- Design of Economic Management Component of DFID Pro-Poor Growth Strategy for Nigeria (DFID)
- Development of Nigerian working group initiative to promote private sector growth and competitiveness (World Bank, DFID, USAID)
- Analysis of trade policy and private sector development in Nigeria (World Bank)
- Preparation of proposal for the implementation of trade and competition policies in Nigeria (USAID)
- Analysis of Nigerian institutions and processes associated with trade and competition policies (USAID)
- Assessment of macroeconomic and trade conditions for private sector development in Nigeria (World Bank)
- External evaluation of proposal for SME development in Tanzania (CIDA)
- Preparation of proposal inter-agency facility for the analysis of growth and poverty (CIDA and IDRC)
- Assessment of CIDA interventions to promote international trade and economic integration (CIDA)
- Analysis of Multilateral Debt Relief Initiative for Tanzania (CIDA)
- External evaluation of the Equity and Growth through Economic Research (EAGER) program for strengthening economic policy in Sub-Saharan Africa (USAID)
- Evaluation of Economic Development Institute programs in Sub-Saharan Africa (World Bank)
- Study of longer term economic trends in Southern Africa, 1995 to 2015 (SIDA)
- Formulation of Canadian strategy for South Africa and Southern Africa (Canadian International Development Agency)

- External review of human resources strategy for Southern Africa (Canadian International Development Agency)
- Preparation of thematic paper on “Growth Prospects for Sub-Saharan Africa” (OECD Development Centre)

***Capacity Building:***

- Formulation of business strategy for Global Open Food and Agricultural University of the CGIAR (IFPRI)
- Formulation of proposal for strengthening regional networks for research , post-graduate education and innovation (Partnership for Higher Education in Africa)
- Assessment of MacArthur Foundation University Support Program in Nigeria (MacArthur Foundation)
- Consultant to IFC Global Business School Network (GBSN)
- Preparation of Plan for Restructuring the Office of the Economic Adviser to the President, National Planning Commission, Nigeria (DFID)
- Evaluation of University Science, Humanities & Engineering Partnerships In Africa (USHEPIA Network) (University of Cape Town)
- Design and detailed planning of Masters in Agricultural and Applied Economics for Eastern, Central and Southern Africa (IFPRI and Rockefeller Foundation)
- Technical guidance to Secretariat strengthening African economic policy research institutes (IDRC)
- External evaluation of Trade and Industrial Policy Secretariat (TIPS) for South Africa (International Development Research Centre)
- External evaluation of Economics Education and Research Consortium (Russia) (Eurasia Foundation)
- Study of Strategic Networking for Program Development in Sub-Saharan Africa (Rockefeller Foundation)
- Advisor to Association of African Universities on Networks for Post-Graduate Education and Research in Sub-Saharan Africa (World Bank and Association for Development of Education in Africa)
- External Evaluation of the “Réseau de Recherche sur les Politiques Industrielles en Afrique” (IDRC) (with Prof. M. Nabli)
- Design of research and capacity development initiative on trade and industrial policy in Southern Africa (Trade and Industrial Policy Secretariat, South Africa) (with S. Stephen Yeo)
- Design of program in support of graduate training in economics in the Ukraine for the Eurasia Foundation (with J. Stephen Yeo)

- Design of program in support of economic research in Russia for Eurasia Foundation (with J. Stephen Yeo)
- Preparation of thematic paper on capacity building in higher education and research in Sub-Saharan Africa (Swedish International Development Agency)
- Study of consulting industry in Sub-Saharan Africa (IDRC, SIDA, and CIDA)
- Design of region wide intervention for post-degree business education in Sub-Saharan Africa (World Bank and African Capacity Building Foundation)
- Consultant to the African Economic Research Consortium (AERC) on graduate training, resource mobilisation, and international networking

***Investment in Human Resources:***

- World Bank Mission: Tanzania Higher Education Loan
- Scoping Study and Preparation of Project Proposal for Cost Effective Management of HIV/AIDS in Uganda (Rockefeller Foundation)
- Consultant to Team Preparing the Strategic Plan for Kenyatta University: 2005 to 2015
- Restructuring Tertiary Education in Uganda: A Strategic Design (World Bank)
- Strategic Partnerships for Post Secondary Education, Preventative Health and Food Security in Eastern and Southern Africa (Rockefeller Foundation)
- Analysis of Human Development Needs and Trends in Sub-Saharan Africa (World Bank)
- Financial and Management Assessment of Tanzanian Education Sector Development Program (CIDA and European Union)
- Economic consultant for proposed Education Sector loan in Guinée (World Bank)
- Study of networks for research and learning in Sub-Saharan Africa (Rockefeller Foundation and Social Sciences Research Council)
- Economic Analysis of Education Reform Program for the Ivory Coast (World Bank)
- Economic Analysis of Senegal Higher Education Project (World Bank)
- Senior Adviser to the African Rural Social Science Research Networks (Winrock International and USAID)
- Design of Africa wide doctoral program in economics (African Economic Research Consortium)
- Study of Informatics and Human Resource Development in Sub-Saharan Africa (International Development Research Centre and World Bank)

- Design of program to support African doctoral graduates returning to Sub-Saharan Africa (Rockefeller Foundation)
- Evaluation of Sweden/Tanzania Collaborative Program in Economics (Swedish International Development Agency)

### ***Investment and Trade***

- Analysis of Business Management Assistance & Linkage Strategies in East Africa (Provenex Fund, Rockefeller Foundation)
- Identification of markets for export of e-business services from Africa (EU, UNDP)
- Specification of project for export of e-tutoring services from Uganda (EU)
- Implementation of Strategic Partnership for Promotion of E-Commerce in Uganda (World Bank, Uganda Investment Authority)
- Assessment of needs and capacities of the Zambezi Valley Development Authority (GPZ) of Mozambique (CIDA)
- Development of pilot program for electronic commerce in Tanzania and Uganda (World Bank and IDRC)
- External evaluation of IDRC Trade Employment and Competitiveness Program
- Design of CIDA initiative to promote private investment in economic infrastructure in Southern Africa (CIDA)
- Advisor to SADC Finance and Investment Sector Coordinating Unit on regional integration, investment, and development finance (CIDA)
- Study of Private Investment and Finance for the SADC Region (Government of South Africa, CIDA and ODA)
- Study of income generating activities and formulation of strategic business plan for IDRC Southern Africa Regional Office (with Ernst and Young)
- Preparation of chapter "Regional Integration in Sub-Saharan Africa" for volume "Regional Integration and Trade Liberalisation in Sub-Saharan Africa (Macmillan. Oxford. Dec. 1995)

## **African Economic Research Consortium**

Nairobi, Kenya

Executive Director

Aug 1988 to Mar 1994

- Establishment and management of major Africa wide network of professionals engaged in economic policy research and graduate education.
- Introduction of new approaches for improving the quality and relevance of economic research and its effective dissemination to key audiences within and outside Africa.
- Implementation of collaborative graduate program in economics in 20+ Sub-Saharan African universities.
- Successful mobilisation of resources from 15 international and bilateral agencies and private foundations.

*The AERC is frequently cited as a most successful example of "capacity building" in francophone and anglophone Africa. With an annual budget of US\$9.5 mln and a secured endowment (by end 1996) of US\$7 mln, the Consortium manages over 40 research projects annually, involving upwards of 150 African and overseas scholars, as well as a collaborative MA Program in Economics on behalf of 18 universities in 13 African countries. Its bilingual dissemination program supports the publication of 4 externally reviewed research monographs per month, several books annually, articles in scholarly journals, international conferences, and a highly acclaimed series of seminars for senior African policy makers.*

## **International Development Research Centre**

Ottawa, Canada (to Jan 1984) and Nairobi, Kenya (to July 1988)

Senior Program Officer,  
Social Sciences Division

Sept 1979 to July 1988

- Establishment of research network on trade and trade policy in East and South East Asia
- Development of network for policy research and training in Latin America
- Major role in preparing 25 economic research projects in East and South East Asia, Turkey, Egypt, Tunisia and West Africa
- Establishment and management of macroeconomic research network for Eastern and Southern Africa

*From September 1979 to January 1984, I played an instrumental role in developing a global program for economic policy research. This included the establishment of networks for training and research in East and Southeast Asia, Latin America and Eastern and Southern Africa. In January 1984, I moved to the IDRC's regional office in Nairobi where, in addition to these activities, I assumed direct responsibility, as a project grantee, for the establishment of a macroeconomic research and training network for Eastern and Southern Africa. The interest and support of donors in North America and Europe led to the establishment of the African Economic Research Consortium, launched initially under the aegis of the Rockefeller Foundation.*

**Government of Canada**

Ottawa, Canada

Economic Analyst,

Department of Finance and Treasury Board

Jan 1977 to Aug 1979

- Applied research into various issues including trends in income distribution, investment and savings; provincial investment in electrical power generation; net benefits of the US - Canada Auto Pact; the impact of sovereignty association on Quebec agriculture (Tellier Commission); and changes in Western grain transport policy (Crows Nest Pass)
- Evaluation of African Development Bank and participation in negotiation of Canadian Membership of Bank
- Studies relating to Canadian membership in international financial institutions, including the IMF, World Bank, and Asian Development Bank

*I first joined the Long Range and Structural Analysis Division of the Department of Finance and subsequently moved to the Planning Branch of the Treasury Board. When the latter was abolished, I moved to the International Programs Division of the Department of Finance. In addition to conducting to various studies, I represented the Department at international meetings, notably the negotiation of Canadian membership in the African Development Bank and the International Conference on Agrarian Change and Rural Development. I left the Department to join the International Development Research Centre, which was about to strengthen its economic research activities.*

### **Government of Prince Edward Island**

Charlottetown, PEI, Canada

Senior Economist,

Department of Development

Jan 1975 to Dec 1976

- Preparation of economic strategy for second phase of federal-provincial development plan
- Economic analysis of health care policy and preparation of Green Paper on provincial health care
- Selective studies, including food processing industry and employment trends, for provincial cabinet

*My assignment in PEI provided a unique opportunity to acquire a better understanding of Canadian federalism and to study some important social and economic issues.*

### **Government of Kenya**

Nairobi, Kenya

Economic Advisor,

Ministry of Finance

Nov 1970 to Dec 1974

- Preparation of education and training portions of 1974/78 Development Plan
- Analyses of educational programs and projects
- Development of project management and financial control systems
- Preparation of annual education and training budget
- Establishment of an overseas training scheme for Kenyan economists and planners

*I carried out the above activities as a member of the York University Kenya Project financed by CIDA and the Government of Kenya. Formally charged with the introduction of a project management and evaluation system, with specific reference to*

*education and training, I became involved, along with other team members, in a wide range of planning, managerial and financial functions, with specific reference to education and training.*

## **Institute for Agricultural Research**

Zaria, Nigeria

Research Assistant,

Rural Economy Research Unit

Sept 1966 to July 1968

- Direct management of field surveys of agricultural production and marketing, social structures, and demographic behaviour
- Research into farming systems and decision making of peasant farmers

*My work for the Rural Economy Research Unit was conducted as a CUSO volunteer. The fieldwork marked a pioneering effort in what subsequently became "farming systems" research. My own extended residence in 3 northern Nigerian villages over an 18-month period provided invaluable insights into the complex web of social and economic relationships typifying rural African communities.*

## **Publications and Presentations**

- **Graduate Training in Economics.** AERC Special Paper No. 9. 1990
- **Professionals and Professionalism in Sub-Saharan Africa.** Paper presented to International Center for Economic Growth Conference. Nairobi. May 1992
- **Ph.D. Training in Economics in Sub-Saharan Africa: Lessons and Prospects** East African Educational Publications Ltd. April 1994. (Introductory chapter and joint editorship with A. Drabek and W. Lyakurwa)
- **Regional Integration in Sub-Saharan Africa: A Dead End or a Fresh Start?** Joint paper with S. Yeo, Centre for Economic Policy Research. London (Chapter in *Trade Liberalisation and Regional Integration* Collier, P., Ndulu, B. and Oyejide, A. (Ed.) Macmillan. London. 1997)
- **Sub-Saharan Africa: Its Prospects for Growth** Commissioned paper for OECD Development Centre Conference on Future Growth Prospects for Sub-Saharan Africa. Paris. September 30 and October 1 1994
- **The AERC Experience: An Essay on Research and Higher Education in Sub-Saharan Africa Commissioned** Paper for Swedish International Development Agency. August 1995
- **Networks for Research and Learning: A Strategic Approach to Capacity Building in Sub-Saharan Africa** Report commissioned by the Rockefeller Foundation and the US Social Sciences Research Council (Presentation in Bellagio Italy, July 1997)
- **Thoughts on Way Forward** Presentation to GIMPA – IFC/GBSN Meeting of African Business School Deans/Directors (March 2005)
- **Investing in STI in Sub-Saharan Africa: Lessons from Collaborative Initiatives in Research and Higher Education** World Bank Global Forum on Capacity Building for Science

## Consultant Reports

- **Post Degree Business Education in Sub-Saharan Africa** August 1994
- **An Evaluation of Swedish Support for Cooperation in Economics Education** Final Report September 1994
- **Southern Africa: A Development Strategy for Canada** Final Report January 1995
- **Strengthening Capacity for Science Based Development in Africa** Final Report January 1995
- **Utilising African Professionals in Consulting.** Final Report. Phase I. June 1995
- **Consortium for Supporting Research and Training in Economics in Russia and the Ukraine** Final Report. September 1995
- **Strengthening Trade and Industrial Policy Analysis and Research in South Africa** Final Report. December 1995
- **Southern Africa: Economic Development to 2015** Final report. November 1995
- **IDRC: Revenue Diversification: A Strategic Business Plan for the Southern Africa Regional Office** July 1996
- **Senegal Higher Education Project: Economic Analysis** April 1996
- **A Collaborative Program for Doctoral Education in Economics in Sub-Saharan Africa** (May 1996)
- **Private Investment and Development of the SADC Region: Studies of Foreign Direct Investment, Portfolio Investment and Development Finance** (June 1996)
- **Doctoral Education in Economics for Sub-Saharan Africa: Cost and Financing Strategy** (November 1996)
- **Réseau de Recherche sur les Politiques Industrielles: An External Evaluation of Phases I and II** (November 1996)
- **The ACACIA Initiative: Informatics and Human Resource Development** (December 1996)
- **Economic Evaluation of Education Reform Program for the Ivory Coast** (May 1997)
- **Future Directions for Research into Trade Policy and Industrialisation in Sub-Saharan Africa** (July 1997)
- **Strengthening Economics Training in South Africa** (July 1997) (with Stephen Yeo)

- **Note on Higher Education Reform in the Côte d'Ivoire** (Feb. 1998)
- **Economic Analysis of the Education Sector in Guinée** (April 1998)
- **Promoting Private Investment in Southern Africa** (Dec. 1997)
- **Proposed CIDA Interventions to Promote Private Investment in Southern Africa** (Mar. 1998)
- **Connectivity Commerce and Growth: Uganda and Tanzania** (with J. Rostenne) (June 1998)
- **Networks for Research and Graduate Education in Africa** (with H. Mekour, G. Odamtten, and W. Omole) (September 1998)
- **Evaluation of the EAGER Project for Economic Policy Research** (with A. Bachelder) (USAID) (January 1999)
- **Appraisal of the Education Sector Development Programme: Report of the Financial Planning and Management Sub-Group** (joint) (April 1999)
- **Africa in the Twenty First Century: Human Development** (Paper commissioned by World Bank) (June 1999)
- **Multilateral Debt Relief Fund: Tanzania; Assessment of Possible Canadian Participation** (August 1999)
- **Connectivity and Commerce: Accelerating Diffusion of the Internet in Uganda and Tanzania** (with Jacques Rostenne) (September 1999)
- **Canadian Support for Private Sector Development: Trade and Regional Integration** (February 2000)
- **The Russian Economics Education and Research Consortium: Mid-Term Evaluation** (The Eurasia Foundation) (February 2000)
- **Strengthening Capacities in Support of Public Private Partnerships within SADC** (March 2000)
- **The Promise of E-Commerce for Africans: Presentation to Africa Direct Conference** (with Jacques Rostenne, May 2000)
- **Canadian Facility for Growth and Poverty Reduction: Proposal Prepared for CIDA and the IDRC** (August 2000)
- **“Trade Policy”** chapter of “Private Sector Assessment: Nigeria” (World Bank, November 2000)
- **“Economic Conditions Bearing on Private Sector Development”** chapter of Private Sector Assessment: Nigeria” (with G. Nzekwu) (World Bank, November 2000)

- **The Policy Research Business** (IDRC, July 2000)
- **Strengthening the Zambezi Valley Authority (GPZ): Report of a Project Identification Mission** (CIDA, February 2001)
- **IDRC Program Initiative for Trade Employment and Competitiveness: Report of an External Evaluation** (Editor and co-author) (IDRC, March 2001)
- **Trade and Industrial Policy Secretariat (TIPS), South Africa: Report of an External Evaluation** (with Prof. J. Dirck Stryker) (March 31, 2001)
- **Policy Research Institutions: Functions and Opportunities** (PowerPoint Presentation) (Ougadougou, Burkina Faso, May 2001)
- **Proposed National Framework for Trade and Competitiveness Policy: Nigeria** (July 2001)
- **Redesigning Ugandan Higher Education Policy in a Global Context** (May 2001)
- **Implementing Trade Policy in Nigeria: Findings and Recommendations** (May 2001)
- **Proposed National Framework for Trade and Commercial Policy in Nigeria** (June 2001)
- **Issues in Harmonising the Structure of Protection in ECOWAS** (Presentation to ECOWAS Meeting on Regional Integration, Abuja, July 2001)
- **The Policy Research Business in Africa: Issues for Strategic Planning** (July 2001)
- **Strategic Partnerships: Their Potential Application in Kenya, Uganda and Zimbabwe** (Dec 2001)
- **Strategic Partnerships for E-Business in Uganda: Findings and Recommendations** (Dec 2001)
- **Plan for Collaborative MSc Programme in Agricultural and Applied Economics for Eastern, Central and Southern Africa** (January 2004)
- **Report of External Evaluation Of The University Science, Humanities And Engineering Partnerships In Africa**
- **Overview Of Business Management Assistance & Linkage Strategies: East African Experiences** (with Professor R. Christie)
- **Strategic Management of HIV/AIDS in Uganda: A Project Proposal** (April 2005)
- **Assessment of MacArthur Foundation Support to Nigerian Universities** (November 2005)
- **Partnership for Higher Education in Africa Support for Collaboration in Research and Post-Graduate Education: Findings and Recommendations** (August 2006)
- **Inquiry into Financing the Global Open University for Food and Agriculture (GO-FAU): Findings and Recommendations** (December 2006)