

CURRICULUM VITAE - PETER CHRISTIAN BAKER

PERSONAL DETAILS

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Date of birth: 30th June, 1952.
Nationality: British
Civil status: Married, no children.
Languages: English (mother tongue), Spanish (fair), Russian (rudimentary).

EDUCATION

Post-graduate Diploma. Agricultural Engineering-Tropical Crop Storage and Processing. (1986)
Diploma. Agricultural Engineering. (1975)
FTC. Agricultural Engineering. (1975)

MEMBERSHIP OF PROFESSIONAL BODIES

FIAgrE. Fellow, Institution of Agricultural Engineers (IAgrE)
IEng. Incorporated Engineer, Engineers Registration Board (ERB)
Mem.ASABE. Member, American Society of Agricultural and Biological Engineers (ASABE)
CEnv. Chartered Environmentalist, Society for the Environment (SocEnv)

KEY QUALIFICATIONS

- Thirty-four years professional experience in agricultural, agribusiness, marketing and SME development in Africa, Asia, Caribbean, Europe, Latin America and the Middle East.
- Participation in, and successful implementation of, a varied portfolio of integrated projects, covering agricultural production, agribusiness development, enterprise restructuring, cluster development, competitive and comparative advantage, supply-chain management, value-chains, post-harvest technology, food processing, packaging, trading structures, marketing networks, market information systems and distribution channels.
- Formulation, development and implementation of sustainable economic growth initiatives, through the provision of an enabling environment and critical investments in technology and human resources.
- Development and management of comprehensive institutional strengthening, capacity building and training programmes.
- Management of comprehensive monitoring and evaluation systems.
- Managing Director/Team Leader/Senior Advisor on six large international projects, encompassing technical, environmental, institutional, organisational, social, financial, legislative, regulatory, strategy and policy considerations.
- Excellent communication skills and ability to interface with stakeholders from diverse cultural backgrounds.

PROFESSIONAL EXPERIENCE

2009-to date

UNITED ARAB EMIRATES

Managing Director for a private sector agribusiness investment fund, with a mandate to develop a portfolio of acquisitions and green-field investment opportunities on a world-wide basis.

Managed the agricultural operations and supported wholly/partially owned subsidiaries in formulating agribusiness investment opportunities. Developed the parameters to provide a balanced and structured approach for a two-tier operational strategy. Focussing on generating immediate revenue flows through the acquisition of a major position in operational companies, whilst simultaneously developing higher value-added options

through longer-term green-field investments. Balanced the portfolio to ensure investment and supply-chain options across a wide geographical base, to minimise the risk of food insecurity.

2008

CONGO (DRC)

Advisor to the CEO for a private equity investment fund, to assist in the business planning and development of agricultural sector opportunities in the grain, oilseed, rice and dairy sectors, to act as the basis for replication in other key markets.

Established design parameters and options for the handling, storage and processing of grain, oilseed and rice crops, aligned to the agricultural production proposals. Planned the physical infrastructure and associated capital establishment costs. Detailed the operational requirements and associated costs, together with human resource requirements. Detailed the options for the establishment of dairy processing facilities, for aseptically packed UHT products, including capital cost estimates, operational requirements and human resources needs.

2008

GHANA

Post-harvest Infrastructure Manager on a Millennium Challenge Corporation programme to stimulate economic growth, through improved business and technical support to Farmer Based Organisations and SMEs in three areas comprising of twenty-three districts.

Designed and assembled selection criteria for investments in the value-chain and post-harvest handling sectors, covering high-value horticultural export crops and staple commodities, for both direct funding interventions and through a line of credit managed and operated by Participating Financial Institutions. Reviewed the technical considerations for the establishment of pack-houses, cool-chain handling/storage facilities and the handling and storage requirements of staple crops. Developed detailed eligibility criteria and guidelines to structure funding applications, prepared through the Regional Implementation Consultants (RICs). Provided the operational mandate of regional Post-harvest Infrastructure Advisory Teams and jointly assisted in the orientation and monitoring of RICs personnel. Provided direct technical back-stopping, where required, and reviewed funding applications prior to onward submission for formal approval. Assisted in the development of appropriate training modules for target beneficiaries and on-going monitoring and evaluation activities.

2007

SRI LANKA

Supply Chain Management Specialist on an Asian Development Bank Technical Assistance programme (PPTA), to develop an Agri-business Development Project with special emphasis on creating an enabling environment and improved marketing and value-addition.

Undertook a review and survey of the agricultural marketing chain, covering the beverage, fruit, floriculture, livestock, spice and vegetable sectors. Assessed the supply and demand situation, prevailing supply-chain inefficiencies, logistical impediments, barriers to entry and factors augmenting transaction costs. Determined the marketing arrangements for key products and the supporting infrastructure, specifically in the context of markets, collection centres, transport, cool-chain distribution, packaging and marketing. Assessed the adequacy of marketing intelligence and market information systems, together with the dissemination options to improve the rapid transfer of both the price and the demand situation. Recommended improvements to the supply-chain management structures, including enhanced integration and the transition to a demand-orientated supply-chain, from that of a supply-orientated structure. Evaluated the performance of the forward sales contract system, established by the Central Bank of Sri Lanka, and identified mechanisms to improve performance in the short-term. Presented medium-term considerations for a potential commodity futures exchange, for selected products.

2006-2007

AZERBAIJAN

Agro-industries Specialist on a European Commission Technical Assistance programme to foster poverty reduction and promote more balanced economic growth and development in the regions, through the expansion of the non-oil sector of the economy.

Undertook a review of the State Programme for Socio Economic Development of the Regions of Azerbaijan (SPSEDR), implemented under the auspices of the Ministry of Economic Development. Assessed the proposals for the 159 SME projects in the Aran Economic Region and undertook a cursory examination of those in the Sheki-Zagatala Economic Region, for the programme for 2004-2008. Reviewed the relevance of the economic, social, cultural and infrastructural projects and selected a sample of 11 business development projects for rapid appraisal. Determined the status of these enterprises and the extent of additional support required in preparing business plans, accessing funding, technological support, marketing needs and training requirements.

2004-2006

VIETNAM

Senior Adviser on a Danish International Development Assistance programme for the implementation of a post-harvest handling component, within the framework of an Agricultural Sector Support Programme.

Assumed responsibility for the implementation of the seven sub-component activities, encompassing: the preparation of a national post-harvest strategy; a capacity building programme for Ministry of Agriculture personnel; a research and development support programme; a research institute capacity building programme; a programme for the development of post-harvest service industries; management of post-harvest operations for small-scale farmers; and, an integrated post-harvest handling programme in Northern Vietnam. Initiated the introduction and implementation of a number of cross-cutting programmes, covering HIV/AIDS awareness, good governance and anti-corruption measures. Undertook managerial and financial responsibility for the Component Management Unit and 16 sub-component/provincial offices, with an overall budget of some USD 5.6 million, and coordinated the inputs of a multi-disciplinary team of national staff and short-term national and international specialists. Managed a comprehensive training and study tour programme, with over 3,000 courses and some 67,000 target beneficiaries, and prepared a structured human resource development plan for project personnel. Managed a comprehensive monitoring and evaluation programme, providing disaggregated data based on gender and ethnicity.

2004

PAKISTAN

Agri-business Specialist on an Asian Development Bank programme (PPTA), to develop a private sector led Agri-business Development Project on a national basis.

Undertook a review of the agri-business SMEs, with specific emphasis on agricultural inputs, mechanisation, crop harvesting, post-harvest handling, transportation, storage, agro-industries, markets and market infrastructure. Assessed the current state of preparedness for WTO entry, particularly with regard to Sanitary and Phytosanitary Standards, EUREPGAP and HACCP compliance. Developed priority strategies, together with detailed intervention proposals. Determined the need for improving cool-chain distribution, market intelligence and market information, grading and quality standards, market infrastructure, market facilities and development of the local processing industries. Jointly developed sub-components for capacity building and institutional strengthening, for both the public and private sectors.

2002-2003

VIETNAM

Team Leader/Senior Post-harvest Specialist on a Danish International Development Assistance programme to formulate a Post-harvest Programme for the North, to reduce quantitative and qualitative losses of major crops.

Undertook a review of previous studies and reports to determine the extent of post-harvest losses in the project area, supported by a rapid rural appraisal of representative agro-ecological zones. Coordinated the work programme of national and international consultants. Assessed the technical issues, marketing needs, institutional requirements, organisational structures and extension service delivery mechanisms. Formulated the intervention logic and prepared a detailed proposal for implementation in two pilot provinces, focusing on the poor, women and ethnic minorities. Identified improved marketing opportunities, added-value potential and designed appropriate training courses for over 14,000 target beneficiaries.

2001

GHANA

Agro-Industrial Specialist on an African Development Bank programme to undertake an Agro-Industrial Study on a nation-wide basis.

Undertook a review and diagnostic analysis of existing agro-allied SMEs in areas of high potential, the range of products processed and the capacity to further develop secondary or tertiary processing. Assessed the technologies employed in the agro-industrial sector and options for the adoption of new and improved technological solutions, introduction of institutional and organisational reforms, increased added-value potential and alternative marketing opportunities. Conducted operational audits and presented recommendations to ensure enterprise sustainability. Assisted in the preparation of selected agro-industrial projects for private sector investors and capacity building and institutional strengthening projects for the public sector.

2000-2001

SRI LANKA

Post-harvest and Marketing Specialist on an Asian Development Bank – Technical Assistance programme to establish a Rural Economic Advancement Project (REAP) in the Southern Province.

Undertook a review of post-harvest and marketing arrangements in the project area, identifying key storage, handling, grading, processing, marketing facilities and infrastructure requirements. Evaluated the efficiency and effectiveness of the existing market information system and prepared recommendations for more extensive coverage and improved dissemination. Assessed the potential for market-based/demand-driven interventions, together with the backward and forward linkages for the development of these activities. Identified possible areas of intervention for improving post-harvest and marketing structures, and selected a representative sample for cost-benefit analysis. Jointly developed post-harvest and marketing sub-projects, including cost estimates, consulting services and terms of reference, to improve the value-added and competitive advantage of agro-industries in the designated area.

1998-1999

CAMEROON

Post-harvest and Food Loss Reduction Specialist on an African Development Bank - Technical Assistance programme (2nd Phase) to develop improved harvesting, storage, processing, transportation and marketing, within the framework of an integrated rural development programme for the South West Development Authority.

Designed and developed a cocoa drier rehabilitation programme, to eliminate smoke contamination of the product which had depressed export earning potential and undermined market confidence. Implemented the programme on a provincial-wide basis involving the construction/rehabilitation of some 760 units, to improve the quality, market opportunities and added-value potential. Re-structured and re-established the market information system to integrate with a National Early Warning System (NEWS) for food security. Established laboratory facilities to provide analytical and qualitative assessments for a diverse range of tropical crops. Initiated a series of workshops to promote food conservation, augment nutritional standards and introduce composite flours.

1996-1998

TAJKISTAN

Deputy Team Leader on a European Commission - Regional Agricultural Reform Project, to assist in restructuring the agricultural sector through the financing of selected sub-projects, with funding being derived from the sale of European Union food aid to establish a "Counterpart Fund".

Established and managed the project office in Tajikistan and coordinated the inputs of a multi-disciplinary team of long and short-term specialists. Assumed overall responsibility for management of the Counterpart Fund (USD 10 million) and for the identification of priority schemes, both within the framework of the existing government institutions, as a part of a structured budget deficit reduction programme, and through NGO's and other international organisations. Evaluated the technical merits of an extensive portfolio of 94 schemes and the funding requirements for implementation. Provided assistance in formulating agricultural policy, strategy and institutional development through the forum of an inter-ministerial steering committee.

1996

LATVIA

Senior Process Engineer and Privatisation Specialist on a European Commission - Technical Assistance Project, to support the restructuring of selected agro-industrial SMEs, specifically to privatise the residual state shareholding and facilitate debt and/or equity financing for those chosen enterprises.

Undertook an overview of enterprises in the agro-industrial sector and identified a representative sample of potential beneficiaries in the bakery, fish, fresh produce storage, fur, livestock feed and meat and meat processing sub-sectors. Analysed prevailing constraints and prepared recommendations on various privatisation options. Identified priorities to address the requirements of: improved marketing opportunities, encouraging joint venture participation; improving accessibility to sources of working capital, medium and long-term loans; and, securing additional sources of equity through stock market listing and share issues.

1995

CAMEROON

Post-harvest and Food Loss Reduction Specialist on an African Development Bank - Technical Assistance programme (1st Phase) to develop improved harvesting, storage, processing, transportation and marketing, within the framework of an integrated rural development programme for the South West Development Authority.

Developed and established a market information system on a provincial basis, designed to collect, collate and disseminate market prices on a daily basis. Introduced and promoted new crop storage and processing techniques, establishing pilot plants/incubators to demonstrate these systems. Jointly developed Production, Training and Demonstration Centres, incorporating technological improvements in the post-harvest sector.

Collaborated with indigenous engineering and packaging companies to develop the local manufacture of technologically appropriate processing equipment and suitable packaging materials. Established pilot plants/incubators to demonstrate the improved technology, added-value potential and improved marketing options. Provided support to the credit department in developing a portfolio of viable proposals within the sector.

1994

ROMANIA

Privatisation Specialist on an FAO - Technical Co-operation Programme, to assist in accelerating the restructuring and privatisation of AGROMECS, the State owned agricultural mechanisation and engineering support stations, using two representative AGROMECS as selected examples.

Undertook detailed audits to determine the physical and financial structure of the enterprises and provided an assessment of their respective market values and potential. Identified the organisational, structural, political, social, legal and financial constraints impeding the privatisation process and jointly conducted a Workshop to disseminate the findings. Determined the possible options for privatisation, together with the supporting rationale, and prepared an action plan for implementation reflecting the changes required to the policy and legislative framework to effect the transition.

1994-1995

RUSSIA

Agro-Industrial Specialist on a European Commission - Technical Assistance Project, to evaluate the establishment of an agricultural credit bank, in St. Petersburg, with responsibility for the sub-sectors covering: on-farm crop storage; fruit and vegetable processing; edible oil processing; flour milling; animal feed milling; and, agricultural equipment manufacture and supply.

Undertook an overview of existing facilities, during the first phase, based on a documentary review of past reports, available statistical data and the findings of on-going projects, supported by selected site visits to relevant enterprises. On the basis of this review and the visits undertaken, identified possible investment needs and the demand for credit. Provided a summary of possible key areas of investment and assessed the capabilities of the selected enterprises to prepare "bankable" documents to internationally acceptable standards, determining, where possible, the projected replicability or extrapolation of potential opportunities. Conducted an in-depth assessment of two projects during the second phase and prepared detailed feasibility studies for both a potato storage complex and a potato crisp manufacturing facility.

1993-1994

KAZAKHSTAN

Post-harvest Specialist on a European Commission - Technical Assistance Project to improve the harvesting, storage, processing, and marketing operations of the existing vertically integrated structures, to assist in the transition to a market economy.

Undertook a rapid appraisal of the sector on a national basis to identify major constraints, particularly regarding quantitative and qualitative losses. Selected, on a regional basis, a representative sample of enterprises in each segment of the sector and prepared detailed management audits to evaluate the technical, financial and human resource utilisation. Developed and implemented a two-tier technical assistance programme to improve working methods, initially within the framework of existing available resources and, subsequently, through the preparation of comprehensive commercial development and marketing proposals validated by feasibility studies. Within the context of national strategy formulation, jointly prepared the policy framework for the future development of the fruit and vegetable sector.

1992

UKRAINE

Post-harvest Specialist on a British Food Consortium/Overseas Development Administration project, primarily designed to develop a "centre of excellence" on a pilot scale (70 hectare) demonstration unit at an existing state farm.

Established the harvesting and grading standards, to increase the qualitative, quantitative and added-value potential from the project and supervised the harvesting operations to ensure the prescribed standards were adopted. Prepared detailed harvest management guidelines for use by the field supervisors following the proposed transition from pilot to full-scale operations, encompassing a number of state farms. Undertook a review of potential storage options, both on-farm and in existing central storage facilities. Prepared revised designs for ventilated storage facilities under construction at the farm. Conducted an operational audit of an existing storage complex and prepared detailed recommendations to address the deficiencies identified in the physical operations, management and marketing activities. Evaluated the operations of two processing plants,

producing a comprehensive product range of pickled vegetables, purées, juices and preserves. Prepared recommendations on improving raw material procurement, raw material storage, processing operations, quality control, supply-chain management, finished product storage, materials handling, packaging and marketing.

1990-1992

PAKISTAN

Chief Technical Advisor/Project Manager on a United Nations Development Programme/Asian Development Bank - Fruit and Vegetable Marketing Project, primarily aimed at the private sector to augment the quality of fruit and vegetables throughout the marketing chain, both domestically and for export.

Undertook responsibility for co-ordination of the activities of a multi-disciplinary team of consultants and liaison with various federal and provincial government agencies/departments to facilitate implementation of the project. Established and managed the project offices, advised and assisted in the development of the four provincial post-harvest centres to conduct adaptive research programmes on a diverse and extensive range of temperate, sub-tropical and tropical crops. Developed and managed a comprehensive training and study tour programmes, involving some 5,500 target beneficiaries. Implemented low-cost primary storage trials, cold storage modernization programme and selected a comprehensive range of grading, handling and laboratory equipment for demonstration and training. Jointly developed an extensive portfolio of private sector clients, providing technical assistance in all fields of post-harvest technology from point-of-harvest to point-of-sale, including identification of market opportunities and possible foreign/joint venture partners.

1990

ASIAN & PACIFIC LDC's

Agricultural Engineer/Programme Leader on a United Nations Industrial Development Organization - Special Programme for the identification and development of agro-related metalworking industries in the thirteen LDC's in the region, including Yemen.

Undertook a review of both the installed and actual manufacturing capacity for the production of agricultural implements, machinery and post-harvest processing equipment. Compiled the available data on: the prevailing government policies; fiscal and tariff options; institutional arrangements; company structures; production capabilities; product ranges; manufacturing facilities; raw material supplies; market potential; infrastructural and service facilities. Identified the constraints inhibiting expansion of these activities and recommended additional inputs required for the future development of this sector. Prepared detailed proposals for a regional workshop, together with cost estimates, to act as a forum for addressing the issues and limitations identified.

1989

PAKISTAN

Technology and Engineering Specialist on a European Economic Community - Project Identification Mission for the Sindh Small Scale Industries Corporation (SSIC).

Undertook a review of the existing SSIC operations and the organisational and institutional linkages, encompassing the Small Industrial Estates, Industrial Parks, Technical Training Centres and the proposed establishment of a Technology Transfer Centre. Prepared recommendations to address the need for training of SSIC personnel, transfer of appropriate industrial technologies and provision of trained labour to existing and potential entrepreneurs. Detailed the technical assistance to be provided for project implementation, supported by cost estimates, phasing proposals and detailed terms of reference for the consultants.

1989

BANGLADESH

Grain Storage and Marketing Specialist on a European Economic Community/Grameen Bank - Preparation and Appraisal Mission for a Food Security Project.

Undertook an evaluation and assessment of the existing storage facilities, together with the provisions made for food security and marketing within the designated geographic areas. Detailed the specifications for the grain storage facilities, in accordance with the agronomic proposals for the project. Prepared capital and recurrent costs for these facilities, together with the infrastructural, organisational, technical, managerial and human resource requirements necessary for phased implementation. Provided inputs on the technical assistance and training programmes to be incorporated, together with a schedule of performance audits and monitoring reviews to be undertaken. Specified the tentative marketing framework to be adopted, aligned to the needs of a structured and quantifiable food security programme.

1989

BURMA (MYANMAR)

Grain Storage Engineer on an Asian Development Bank - Project Completion Review, for a Paddy and Rice Storage Project in Lower Burma.

Undertook a total review of the overall project design, which comprised of: new mechanised and non-mechanised paddy storage facilities (100,000 tonnes); an electrification programme to connect the paddy stores and the existing rice mills to the national grid; rehabilitation of existing rice storage capacity (67,000 tonnes); construction of a new rice storage complex (20,000 tonnes); and, the installation of high/low-tide jetty facilities at the port storage complex. Prepared a detailed assessment of the management practices employed at the various sites together with an evaluation of current and proposed future utilisation of the facilities. Examined the benefits derived from the new and enhanced facilities provided under the project.

1987-1988

CARIBBEAN - CARICOM STATES

Agro-Industries Specialist on a European Economic Community/Caribbean Food Corporation project to promote, develop and finance regional commercial agribusiness ventures, in accordance with the Regional Food and Nutrition Strategy, to augment production of agricultural commodities and processed food products.

Undertook detailed technical, marketing and financial appraisals of post-harvest technology/agro-industrial projects, covering: cereal/rice storage and processing; tropical fruit/vegetable storage and processing; development of dairy industries plus associated milk product processing facilities; and, livestock production/processing. Prepared evaluations of tenders/contracts and implementation schedules leading up to commissioning of plant, with supporting disbursement schedules to ensure adequate funding during implementation. Provided post-implementation inputs on the production, inventory and maintenance systems, supported by regular monitoring and evaluation exercises.

1987

NEPAL

Post-harvest Engineer on an Asian Development Bank - Technical Appraisal Review and Loan Fact-finding Mission, for a Hill Fruit Development Project in the Eastern Development Region of Nepal.

Undertook a review of prevailing operations covering on-farm storage systems, transportation, handling, grading, packing, marketing and an assessment of the capabilities of existing processing plants. Provided engineering inputs on: the construction of low-cost roads to link the production areas to the produce markets; development of high-altitude on-farm storage systems; development of market yards/grading centres; introduction of consumer packaging for retail outlets; and, the development of demonstration and service centres. Determined the requirements to extend the output potential of existing processing plants to produce fruit based drinks, involving the establishment of a juice blending and aseptic packaging plant. Prepared detailed cost estimates, including foreign exchange requirements, together with recommendations on phasing and implementation.

1986

PHILIPPINES

Grain Processing Specialist on a Danish International Development Assistance/National Economic Development Authority project to promote a regional programme of Balanced Agro-Industrial Development, aimed at diversification of the traditional sugar sector.

Commensurate with the agronomic proposals for the region, provided inputs on: the design of paddy drying, storage and rice processing facilities; maize drying and storage facilities; and, a prawn/livestock feed preparation plant. Undertook a review of existing utilities and infrastructural facilities to service the proposed developments. Prepared detailed capital and recurrent financial costs together with organisational and human resource requirements for project implementation. Liaised with potential foreign/joint venture partners to provide equity and marketing support.

1986

PAKISTAN

Post-harvest Engineer on an Asian Development Bank - Loan Appraisal Mission, for a Fruit and Vegetable Marketing Project.

Undertook a review of existing post-harvest operations covering harvesting, transportation, storage/cold storage, handling, grading and packing facilities. Provided inputs on: the design of post-harvest centres; cold store modernisation programme; equipment specifications for storage, handling, grading and packing facilities; and, the associated infrastructural requirements, supported by investment cost estimates, foreign exchange component, operational and maintenance costs. Prepared details of an outreach training programme together with associated costs. Specified the technical assistance to be provided to implement the post-harvest component, including consultant inputs, terms of reference and detailed cost estimates.

1981-1984

NIGERIA

Agro-Industrial Engineer/Zonal Manager on a World Bank project to develop a national programme of agro-industrialisation, primarily in the rural areas.

Established and managed the project regional office, covering an area of some 330,000 sq. km., to stimulate the growth of commercially viable agro-industrial projects. Provided inputs on engineering requirements to a multi-disciplinary team of consultants with an extensive portfolio covering: crop storage; processing plants; local assembly/manufacture of equipment; and, rural workshop facilities. Introduced and promoted new storage and processing techniques, establishing pilot plants/incubators to demonstrate these systems. Undertook feasibility studies to assess the practical and financial viability of projects for submission to clients and the commercial banking sector. Supervised project implementation, equipment procurement, training of project management personnel, produce/commodity marketing and project monitoring. Implemented an on-going management training programme for counterpart personnel.

1979-1981

UNITED KINGDOM

Agricultural Development Engineer with specialist responsibility for agricultural and horticultural production systems, post-harvest technology and processing in eleven regional areas, encompassing some 30,000 farmers/growers.

Provided a comprehensive project advisory service involving systems design, equipment selection, installation and operational guidance. Established close liaison with various ministries, research establishments and manufacturers to facilitate the dissemination of new technological ideas, through targeted campaigns and the medium of training seminars. Monitored and evaluated energy conservation programme, allied to the agricultural/horticultural industry.

1977-1979

LATIN AMERICA, CARIBBEAN AND IBERIA

Regional Representative for Case/David Brown Tractors, responsible for marketing, development of the dealer network and co-ordination of sales, service and parts operations.

Provided support on all matters connected with marketing, product applications, finance, documentation and shipping within the designated area. Conducted product knowledge training courses/field demonstrations. Compiled and analysed market research statistics obtained on territory. Involved in the setting-up of a local manufacturing operation and regional distribution network, as part of an import substitution programme.

1975-1976

ECUADOR

Manager, Agricultural Engineering Division, with national responsibility for the establishment and development of the newly created division.

Determined the strategy for franchise development, importation and finance of agricultural tractors, farm vehicles, cultivation, irrigation and ancillary equipment, based on a survey of market requirements. Designed and supervised the construction of suitable workshops, warehouses and infrastructural facilities to meet the requirements of the projected five-year plan. Organised parts and service facilities on a national basis and also negotiated a joint emergency parts back-up operation with equipment distributors in Andean Pact countries.

1975

UNITED KINGDOM

Agricultural and Horticultural Specialist for a firm of international chartered loss adjusters, with regional responsibility for the agricultural and horticultural portfolio.

Responded to client requests to undertake technical assessments to determine the extent of the insured losses. Prepared survey reports and recommended negotiated settlements, based on the losses incurred and, where appropriate, insured values and averaging coefficients.