



CURRICULUM VITAE

NAME	BEN FRENCH
NATIONALITY	British
LANGUAGES	English
COUNTRY EXPERIENCE	Australia, India, Nepal, Myanmar, Pakistan, Papua New Guinea, South Sudan, Uganda, and the United Kingdom.

EXPERTISE

15 years' experience in governance and public sector reform projects as a lead technical expert and programme director. Ben has led on large scale governance reform project, undertaking political economy analysis, and led organisational change work. With a focus on institutional development and capacity building. Ben has built, shaped, and led teams to shape and implement meaningful governance reforms. Ben provides strategic direction and cross-cultural technical leadership to multi-national teams while collaborating effectively with government ministers, leadership teams, and boards. As a diplomat and public policy advisor, I have led and provided technical leadership on governance, climate change, health, and education reform projects with organisations and governments in Australia, India, Nepal, Myanmar, Pakistan, Papua New Guinea, South Sudan, Uganda, and the United Kingdom.

KEY SKILLS

- **Change management:** Recently led the organisational change work for a complex multinational organisation. Provided the vision and leaderships to successfully restructured a 300-person consulting division, shrinking consulting teams from 14 to six and saving £500,000 in direct immediate costs.
- **Stakeholder engagement:** a history of influencing stakeholders. Successfully delivered significant influencing programme, covering over 100 stakeholders, transforming the UK into the partner of choice in Punjab, Pakistan.
- **Programme leadership:** record in effectively implementing change, including major UK government initiatives involving various stakeholders. Won and set-up £32 million UK contract work with local government in Pakistan.
- **Political economics analysis:** extensive expertise conducting political economy analysis, leading a unique PEA self-assessment for Myanmar's Ministry of Education.
- **Governance:** led thought leadership and provided technical oversight for all public sector governance projects. Developed as skills framework to assess South Asian countries' abilities to adopt adaptive climate policy.
- **Institutional reform:** have led on institutional reform and governance programming in East Africa, Pakistan, India, and Myanmar. Have written extensively on institutional change and technical assistance.
- **Collaboration:** effective work across executive teams, the lone executive retained after a board and CEO transition.

QUALIFICATIONS

- Oxford Climate Emergency Programme | Oxford University's Saïd Business School and the Smith School of Enterprise and the Environment | Oct to Dec 2021
- Master of Business Administration (Distinction) | University of Bath | Oct 2019 to Oct 2021
- MSc (Distinction) Development Management | London School of Economics | Sep 2006 – Sep 2007
- BA (Honours) International Development Studies and Economics | Dalhousie University | Sep 2002 – Apr 2006

EXPERIENCE

- May 2021 – Present **Associate**, providing political economy analysis and advisory support to donors and governments.
The Policy Practice
- May 2021 – Present **Principal Consultant**, partnering with business to facilitate and challenge thinking to identify the right solutions to performance challenges
Elite Performance Partners, help sports organisations to find, develop and nurture the specialist talent that is essential to their success
- Sep 2021 – Present **Independent Consultant**, working on business strategy, project design, and implementation
- Oct 2020 – Aug 2021 **Director Consulting**, C-Suite role, with 300 staff in 13 countries, and £75m turnover
Oxford Policy Management [450-person international public policy consultancy], UK
- Led the consulting function working in six thematic areas across 13 low- and middle-income countries, with 300 permanent and contract personnel, over 120 projects, and revenue of £75 million.
 - Successfully led a business change process to establish a new organisational structure, managed stakeholders across 14 technical areas, operations and finance functions, resulting in £500,000 in cost savings.
 - Provided strategic direction, leading an effective strategy process that improved internal coherence, aligning clients and geographies.
 - Responsible for corporate compliance, safeguarding, and the delivery of £75 million of projects in low- and middle-income countries.
- Sep 2016 – Sep 2020 **Senior Manager** Public Sector, managed a £40 million budget, with 22 staff
Oxford Policy Management [450-person international public policy consultancy], UK
- Senior consultant, lead technical advisor and project lead across numerous projects. Project examples include technical lead for public sector reform in government for climate policy, and team leader developing a policy framework for evidence-based decision making in the UK government.
 - Implemented an entrepreneurial strategy that secured project funding of £40 million. Developed a six-person UK-based team into an initiative-taking and agile workforce of 22 permanent and 38 contract personnel, working in Pakistan, Nepal, India, Australia, the United States, and the United Kingdom. During which my leadership and approach to collaboration was described as "transformative," "motivating," and "inspiring".
 - Led a cross-company strategic planning process with the OPM Board and CEO to produce a new operational strategy and model.
 - Provided coaching and mentoring younger staff across several organisations and programmes.

- Mar 2015 – Sep 2016 **UK Representative Punjab**, managed UK political relationships and £200 million annual project portfolio in Punjab, Pakistan
UK Government, Lahore Pakistan
- Developed and implemented a plan that transformed the UK government's relationship with the Punjab government and the UK's £1 billion investment in Punjab.
 - Strategic relationship management of complex and high-profile contacts, including senior politicians and business leaders through the planning, inspiring and energising change.
- May 2013 – Feb 2015 **Lead Technical Advisor**, managed £200 million education project and designed UK government's approach to addressing corruption in Pakistan, UK Government
- Jan 2012 – May 2013 **Independent Consultant** focused on project design, providing economic analysis for Ministers, and project impact assessment, Uganda
- Sep 2010 – Dec 2011 **Project Manager**, designed and led \$1.5 million projects to support the Government of South Sudan's economic transition post-independence
- Sep 2008 – Sep 2010 **Senior Economist**, designed and oversaw international development projects in South Sudan for the Ministry of Finance and Economic Planning, Government of South Sudan

SELECTED PUBLICATIONS

- [Collected blogs](#)
- [Towards reimagined technical assistance: the current policy options and opportunities for change.](#)
- [Technical assistance: a practical account of the challenges in design and implementation.](#)
- [The Impact of PFM Interventions on Corruption.](#)

CONSULTING ASSIGNMENTS

- Mar 2023 – Present Lead Expert, working with UKRI's analysis team to develop a cross-cutting analysis plan to support prioritisation and collaboration.
UK Research and Innovation (UKRI), UK
- Dec 2022 – Present Lead Expert, collaborating with the World Bank to train the global governance practise on the World Bank's innovative approach to adaptive governance programming.

	<i>GovEnable World Bank, The Policy Practice, UK, US, Pakistan, Kenya</i>
April 2022 – Present	<p>Advisor, focused on building coalitions and networks to translate education policy into action.</p> <p><i>What Works Hub, DFID, UK, Pakistan, and Kenya</i></p>
Jan 2022 – Present	<p>Senior Strategic Advisor, Providing strategy advise to CEO on planned acquisition</p> <p><i>Consortium for Street Children (CSC), UK</i></p>
Dec 2021 – Present	<p>Strategy Advisor, supporting the development of a new three year strategy for GSF</p> <p><i>Global Schools Forum (GSF), UK</i></p>
Oct 2021 – Jan 2022	<p>Lead Consultant, Exploring options for the design of pilot "city" fellows' scheme</p> <p><i>The Mayors Dialogue, Overseas Development Institute, UK</i></p> <ul style="list-style-type: none"> • Led a strategic assessment to assess the demand and capacity in cities within the Mayors Dialogue for a city fellows programme. Provided implementation options for the pilot.
Sep 2019 – Oct 2020	<p>Programme Director, Sub-National Governance Programme</p> <p><i>UK Government – Department for International Development, Pakistan</i></p> <ul style="list-style-type: none"> • Led the successful bid and strategy development for this £32 million programme. Set up a programming structure and implementation mechanisms to allow for effective delivery and regular engagement with DFID. Directed the institutional development workstream.
June 2019 – Oct 2019	<p>Team Leader, Political Economy Analysis of Myanmar Education Ministry</p> <p><i>Myanmar Education Quality Improvement Programme, Australian Government – Department of Foreign Affairs & Trade, Myanmar</i></p> <ul style="list-style-type: none"> • Adapted problem-driven methodologies to meet the donor and national contexts to lead a political economy self-assessment, and organisational review for the Ministry of Education, resulting in improved project delivery.
Oct 2017 – Sep 2020	<p>Team Leader/Project Director, Design and implementation of diagnostic tool to allocate UK ODA</p> <p><i>Enhancing Diagnostics Programme, UK Government – Department for International Development, United Kingdom</i></p> <ul style="list-style-type: none"> • Led a four-year DFID project to improve the UK government's use of diagnostics in making adaptive portfolio decisions. Technical contributions to the programme included coordinated anti-corruption, economic, and social impact assessments. The Country Development Diagnostics initiative resulted in a new diagnostic policy approach to ODA funding for the UK government.
Feb 2018 – Jun 2020	<p>Project Director, Evaluation of governance programming in Papua New Guinea</p> <p><i>Quality and Technical Assurance Group, Australian Government – Department of Foreign Affairs & Trade, Papua New Guinea</i></p> <ul style="list-style-type: none"> • Accountable for executing a multi-year governance evaluation programme, assessing Australia's \$400 million governance initiative in Papua New Guinea. Quality of delivery resulted in a two-year extension.

- Aug 2018 – Oct 2020 Senior Governance Expert, Evaluation of governance reforms in Bihar's health system
Bihar Technical Support Programme External Evaluation, Bill & Melinda Gates Foundation, India
- Provided strategic leadership and oversight to design organisational assessments and evaluations in the health sector.
- Mar 2018 – Apr 2019 Project Director/Governance Advisor, Education sector reform programme in Lebanon
Support to Reaching All through Education II Formal Education Programme – Technical Assistance, UK Government – Department for International Development, Lebanon
- Oversaw programme implementation and spearheaded efforts on public-sector reform. Undertook an organisational review as well as functional assessments of key Ministries. Led on political economy analysis and the development of a monitoring and evaluation strategy.
- Jun 2017 – Jun 2019 Governance Expert, Advising on federalism impact on cash transfer project
Technical Support to the Karnali Employment Programme, UK Government – Department for International Development, Nepal
- Review of federalism's impact on DFID's Karnali Employment Program. Led a federalism study including stakeholder mapping and political economy analysis, which led to the programme's redesign focusing on improving local government capability.
- Aug 2017 Governance Expert, Review Public Financial Management Support Programme
European Union, Pakistan
- Undertook external evaluation of public finance programme and provided strategic advice for the final two years of the 15 million Euro project.
- Jan 2017 – Jan 2018 Governance Lead, Political economy analysis of climate policy reform in South Asia
Climate Proofing Growth for Development, UK Government – Department for International Development, Pakistan, India, Nepal, Afghanistan
- Led governance work and provided advice on how to embed climate change policy within government systems.
- Sep 2012 – May 2013 Team Leader, Evaluation of Northern Uganda's Economic Recovery
Northern Uganda Economic Recovery Assessment 2, UK Government – Department for International Development, Uganda
- Deliver key contributions for the Economic Recovery Assessment of Northern Uganda.
- Jan 2012 – May 2013 Technical Advisor, Design of aid management support programme in Myanmar
Budget Strengthening Initiative, UK Government – Department for International Development, Myanmar
- Led the scoping of potential programming activities in Myanmar.

Jan 2012 – Dec 2012

Advisor, Support to setting up the Economic Advisory function in the Office of the President

Budget Strengthening Initiative, UK Government – Department for International Development, South Sudan

- Advised the President's Economic Advisor to develop an economic policy function. This resulted in international peer learning and speaking engagements to support political engagement and South Sudan's economic policy messaging.