

Gary D. Kilmer

Email: gdkilmer@gmail.com

Curriculum Vitae

Gary Kilmer has more than 40 years of international development experience, including 18 years in senior field program management positions as Chief of Party, Deputy Chief of Party, Operations Manager, or Country Program Manager. He has led international donor-funded agribusiness and enterprise development projects in the former Soviet Union, Africa, Asia, and the Middle East. His project management experience ranges from design and development to startup, implementation, monitoring, reporting, and closeout.

An authority in strengthening value chains in the agriculture as well as light industry sectors, Mr. Kilmer has provided enterprise-level technical assistance to micro-, small-, and medium-sized enterprises (MSMEs) in management, marketing, business planning, financial analysis, technology transfer, and the successful application of international best practices. Notably, as Chief of Party for the \$18.5 million U.S. Agency for International Development (USAID)-funded Armenia Small and Medium-Sized Enterprise Market Development Project (ASME) and the \$16 million Agricultural and Small Enterprise Development Project (ACED) in Moldova, he assisted high-value agricultural (HVA) enterprises as well as non-agribusiness enterprises to increase their competitiveness through business training and mentoring; participation in international trade shows and market tours; and a cost-share grants program. In addition, he has led initiatives to introduce ISO 9000 and other quality management systems to local companies in the agribusiness, wood products, and manufacturing sectors. He developed an innovative approach to build the capacity of regional private business support centers by facilitating linkages with private clients and improving the quality of their services. He has also served as a trainer on a range of management topics and provided on-the-job advice to MSME managers. Mr. Kilmer holds a master's degree in public and international affairs with a concentration in economic and social development.

PROFESSIONAL EXPERIENCE

DAI, Bethesda, Maryland (1980–1987; 1998–2012)

Chief of Party, Agricultural and Small Enterprise Development Project (ACED), USAID, Chisinau, Moldova (March 2011-November 2012). Kilmer was the lead writer of the winning proposal for this USAID contract and was fielded to being project implementation with two weeks of the award being finalized. He was responsible for all aspects of project start-up including professional and support staff recruitment, identification and procurement of office space, furniture and equipment, rapid development and implementation of the Year One Work Plan and development of solid working relationships with local partners in the private sector and government. He managed the project for the first 1.5 years of the project before handing over a strong operational program and retiring from

full-time project management positions. The project received very high ratings from USAID for its performance during the period of his management.

Principal Development Specialist; Agriculture and Agribusiness Practice Manager; Managing Director of Economic Growth (January 2008–March 2011). Practice Manager for Agriculture and Agribusiness and Managing Director of DAI's Economic Growth Sector. As sector Managing Director Kilmer oversaw a portfolio of \$97 million in contracts to implement development assistance programs worldwide. Directed all DAI activities in enterprise development, agribusiness, food security, and financial services, including staff supervision, financial planning and management, project oversight, and new business development. Provided management and technical support to field projects in Jordan, Serbia, Albania, Georgia, Azerbaijan, and Central Asia on short-term assignments. Served as home office supervisor for implementation of USAID programs, including the \$24 million Serbia Agribusiness Program, \$23 million AgLinks Project in Uzbekistan, and \$10 million Albania Agricultural Competitiveness Program.

Chief of Party; Finance Director, ASME, USAID, Yerevan, Armenia (January 2002–December 2007). ASME assisted more than 500 companies, including 110 woman-owned businesses, to compete more effectively in international and domestic markets. ASME provided assistance in job creation, market development, access to finance, skills development and training, and association strengthening. The program implemented 178 training events and 85 domestic and international trade events, reached agreements with 33 Armenian business service providers, and issued 72 sub-contracts for business development services. 53 enterprises increased their annual sales by more than \$26 million in total, creating 16,000 new jobs. The program worked across agricultural and light-manufacturing industries ranging from traditional bee-keeping to high-value tomato production, cheese processing, and fish farming.

Joined the project team one and a half years after start-up as Finance Director to design and lead a cost-share grant program that enabled enterprises of different sizes and types to participate in international trade shows and market tours, obtain quality management and food safety certification, and obtain training in management, finance, and food safety issues. It leveraged investment capital for expansion at a rate of better than 3:1. The cost-share grant program also provided critical financial support for the establishment of Armenia's only privately-financed commercial leasing company, a key addition to the financial landscape.

In October 2003, elevated to Chief of Party for the \$18.5 million project. Negotiated a contract amendment that resulted in the commitment of additional funds, a two-year extension of program activities, and the expansion of those activities to include SMEs in the textiles and apparel sector and non-farm rural enterprises. A key element of the non-farm rural enterprise program was an initiative to involve regionally-based private business support centers and to build their capacity by helping them to link with private clients and to improve the quality of their services. A second contract extension in May 2006 added one more dimension to the project: developing and implementing one of the first multi-factor avian influenza preparedness projects.

Deputy Chief of Party, Improved Private Enterprise Performance Project, USAID, Accra, Ghana (August 1998–December 2001). Led agribusiness team of five long-term Ghanaian professionals and numerous short-term consultants managing a portfolio of

assistance to 22 client firms producing non-traditional exports. The project linked farmers and small companies with established exporters, having well-developed market channels. Designed the monitoring and evaluation system for this \$7 million project and managed all activities in the agribusiness component—its largest. Interacted regularly with USAID, host country government officials and private agencies. Prepared detailed workplans.

Assisted pineapple exporters in establishing workable linkages with small-scale out-growers. Linked the project with a local investor who financed trials and commercial development of small-scale paprika production and then purchased the crop for export. Project results included directly linking 300 other vegetable producers, 25 pineapple growers, and 200 paprika producers, to exporters, generating more than \$15 million in new exports. Provided direct technical support to the start-up of a business that made use of surplus cassava to produce high-quality flour for use as an adhesive extender in the plywood industry. Responsible for a major effort to introduce ISO 9000 quality management systems to local companies in the agribusiness, wood products, and manufacturing sectors. Provided direct technical assistance to individual agribusiness companies in strategic planning and business development. Designed, organized, and delivered training in financial management, business planning, and market development.

Operations Manager, Small Business Support Project, USAID, West Bank/Gaza

(January 1997–August 1998). Managed enterprise-level assistance activities and supported local business advisors operating from four regional offices across the West Bank and Gaza. Conducted diagnoses of client company problems and formulated assistance plans. Managed the overall client portfolio and coordinated subcontractor activities. Provided support to the Chief of Party as needed on project-wide concerns related to donor relations and management issues and assumed Chief of Party responsibilities when the Chief of Party was absent. The client portfolio included 75 Palestinian-owned manufacturing firms in fields as diverse as handicraft production, garment making, tire recapping, and chocolate making. Provided firm-level assistance, including market research and testing, cost analysis, product design, quality systems (ISO/HACCP) implementation, management and corporate restructuring, and trade show participation. Supervised the professional staff responsible for day-to-day client relationships and delivered training in marketing and management. Successfully negotiated with a Rabbinical Court in Jerusalem for first Palestinian firm to be kosher-certified.

Director of Agribusiness Services (1980–1987). Coordinated all of DAI's work in the agribusiness field. Provided technical and management support, and led or contributed to numerous project design efforts. Prepared feasibility studies and business plans in numerous industries, including desiccated coconut production, oil seed processing, and winged bean processing (Indonesia), and tobacco processing and marketing (Sierra Leone) for the World Bank, USAID, the Government of the Netherlands, and private sector clients.

Founder and President, Sterling Ventures, Inc., Sterling, Virginia (1987–1997)

In charge of day-to-day corporate activities, including identification and evaluation of investment opportunities, preparation of offering material, and organization of investment syndications. Coordinated the provision of technical, management, and marketing assistance to private companies, government agencies, and nongovernmental organizations (NGOs) around the world.

In addition to entrepreneurial and investment management activities, undertook numerous consulting assignments, including:

- In 1996, assisted a Nicaraguan NGO managed by women, Pro-Mujer, Inc., to analyze the market for microenterprise credit and adapt its program to respond to that demand.
- Designed a successful rural microenterprise credit program for mostly women on behalf of Africare in Guinea Bissau (1995), returning twice to provide assistance and training to the implementation team. The program helped very poor agricultural producers increase their profitability by holding their crops until the seasonal price rises.
- Led a subsector analysis methodology training program (1995) for NGO, university, and government personnel in South Africa.
- Led a training program in subsector analysis methodologies (1994) for Asian NGO representatives in Bangladesh. Carried out subsector studies of the passion fruit (Indonesia), rattan (Philippines), and artisanal fishing (Mozambique) industries.
- Using subsector analysis methodology (1993), prepared case studies of Indonesian agribusiness linkages between small farmers and larger-scale processors for the USAID-financed and DAI-implemented Agribusiness Development Project.

Other consulting assignments included planning and supervision of the World Bank's Small and Medium Industrial Enterprise Project in Indonesia; subsector analysis training in Ecuador; small enterprise assistance strategy research in Poland; a microenterprise development credit program research in Indonesia; a venture capital program design in South Africa; agribusiness development research and program management in the Caribbean; and a small-scale credit program design in Bolivia.

Chief of Party, Central Java Enterprise Development Project, DAI/USAID (1982–1984)

Managed this \$2 million USAID-sponsored research and project design activity in Indonesia. Supervised 12 direct hires and subcontracted staff and worked in close coordination with USAID and Government of Indonesia institutions. Developed and maintained operating budgets, managed local and international subcontracts, monitored contractual compliance, and reported to USAID. Research activities covered all aspects of small-enterprise activity in the province of Central Java with its population of 23 million. The result of the assignment was the design and implementation of a multiyear follow-on project that broke new ground for donor-assisted enterprise development activities.

Senior Business Advisor, Partnership for Productivity Foundation, Washington, D.C. (1980)

Carried out short-term management and planning assignments in the United States, Kenya, Lebanon, Egypt, and Liberia. Designed a rehabilitation credit program to assist small-scale entrepreneurs in Lebanon whose businesses were destroyed by political turmoil in that country. Designed and supervised a survey covering more than 1,000 potential beneficiaries of the program throughout the country. In Kenya, reviewed the program of an NGO focused on enterprise development and provided strategic planning recommendations for reorganizing its operations.

Senior Program Officer, TechnoServe, Inc., Norwalk, Connecticut (1977–1980)

Worked in the head office with responsibilities for new program investigation and design, project

and program evaluation, coordination of relations with other institutions, proposal preparation, and grants administration. Carried out short-term assignments and served as technical backstop for programs in Panama, Honduras, Guatemala, Nicaragua, Kenya, and Swaziland, including agribusiness activities funded by USAID.

Country Program Manager, TechnoServe, Inc., Ghana (1973–1977)

Served for four years as in-country manager of the TechnoServe program in Ghana with responsibility for redesigning and managing a small enterprise technical assistance program and providing comprehensive planning and management services to private enterprises in the fields of primary agriculture, agro-processing, low-cost housing, and manufacturing.

Volunteer, Kenya, United States Peace Corps (1968–1970)

Provided marketing and general management assistance to 36 farmer cooperatives in the Central Province of Kenya. Developed and installed low-cost, non-mechanical milk coolers that led to dramatic increases in marketable milk production. Redesigned milk collection and transport systems. Upgraded management systems and trained cooperative staff and leadership groups, resulting in a doubling of small farmer incomes from milk production.

EDUCATION

Master's degree, Public and International Administration (concentration: economic and social development), University of Pittsburgh, 1972

Bachelor's degree, Business Administration, International Business Administration, University of Oregon, 1968

Diploma, International Business, Netherlands Institute for Foreign Representation, 1967

LANGUAGES

English (native); Spanish, Bahasa Indonesia, and Kiswahili (good working knowledge);