

CAROLINE ASHLEY
DIRECTOR, ASHLEY INSIGHT LTD

E: caroline@carolineashley.net M:(+44) 07947 691911 @cashley122

A socio-economist by training, Caroline has over 25 years’ experience in international development, with over twenty years focused on the interface between the private sector and international development. Her credentials span advisory work for social enterprises and multinationals, community work in Asia and Africa, policy work in the US and UK parliaments and Namibian Government, 12 years at the Overseas Development Institute, lead roles on projects for multilateral and bilateral donors, and growing her own successful company. Her specialist expertise lies in:

- **The development contribution of business:** how companies can combine commercial and social return via their core business. Innovative inclusive business models in Base of Pyramid markets. Impact investment and tools that support impactful business.
- **Tracking results of business:** design of Results Frameworks and performance monitoring of private sector initiatives, impact investment and cross-sector partnerships. Alternative approaches to tracking results. Integrating monitoring, management and learning.
- **Donor engagement with the private sector:** objectives, instruments and results. Strategic use of challenge funds, technical support, investment, partnerships and market building, to support innovation and scale.
- **Leadership and strategy:** management of multi-disciplinary teams; strategy development for private and public sector clients. Caroline has established, grown and run her own company, the Practitioner Hub for Inclusive Business, the Pro-Poor Tourism Partnership, and kick-started a resource economics cadre in Namibia.
- **Distinctive skills:** thought leadership; pioneering approaches; top-quality analysis, linking data and strategy; fluent communication from village to boardroom to blog.

WORK EXPERIENCE

Ongoing since Oct 2014	<p>Advisor, Yara International Advising Yara International on results tracking of their smallholder strategy in Tanzania and supporting strategic partnerships for upgrading the smallholder sector.</p>
Ongoing since March 2015	<p>Results Director, Connect to Grow Managing monitoring and learning, developing strategy for this DFID India programme that facilitates B2B partnership and catalyses south-south innovation transfer in health and agriculture.</p>
Ongoing since Feb 2010	<p>Executive Editor, Practitioner Hub on Inclusive Business (online forum)</p> <ul style="list-style-type: none"> • Founder and editor of online forum aimed at providing inclusive business practitioners with insights from inclusive business operations. Generating and cultivating content. • Driving expansion of content and audience: majority visitors now southern and private sector (5,000-6,000 unique visitors/month). • Managing partnerships with funders and content partners (including DFID, Sida, GIZ, ADB, endeava, Hystra, BCtA, Seas of Change)

Ongoing since April 2011	<p>Founder and Director, Ashley Insight Ltd. Providing advisory services to companies and donor programmes to support business models that effectively create both commercial and social value. Assignments include:</p> <ul style="list-style-type: none"> • Senior Advisor, Omidyar Network. Reviewing Omidyar's first Social Impact Review of their investment and grant portfolio; advising on improvements to investment hypotheses for deal decision-making (current) • Senior Advisor, Evidence and Effectiveness of Multi-Stakeholder Platforms in Food and Agriculture. With Wageningen Univeristy (current) • Senior Advisor, evaluation of SPRING accelerator: guiding Business Performance Evaluation of investees of Spring Accelerator (gender-focused accelerator) (current). • Senior Advisor, Business Call to Action Strategy and Linkage Development: setting up a system for BCtA member companies to access support and networks; advising on BCtA strategy development. Jointly with Endevea (2015-16). • Senior Advisor, Global Innovation Fund. Advising set up of this new challenge fund, including deal appraisal and development of internal processes (March-October 2015) • Support to Asian Development Bank to convene and report on an Inclusive Business in Asia Forum in 2016 (current). • Review of Innovative Business Models: analysis of 30 Innovative Business Models in health, education, WASH, energy, and finance, plus cross-cutting issues that drive success and scale at the BoP. Project Director, work conducted for World Bank Social Enterprise Innovation team, jointly with Endevea (Co-director, 2015) • Review of progress by 94 business initiatives in the Business Call to Action portfolio based on member survey, interviews and secondary data. Project Director and lead author of 'Flagship' report (2014) • Analysis of the tourism value chain in Haiti and options for an IADB \$34mn Investment Programme to expand opportunities for low-income people (2014) • Advisory input to design a DFID Challenge Fund focused on women's economic empowerment (2013-14) • Advisory input to design of the Malawi Innovation Challenge Fund (2014) • Submission of evidence to the House of Commons International Development Committee enquiry on the Future of Development Cooperation (2013) • Advisory inputs to companies within BIF portfolio on design of their KPIs and social performance metrics including 3 agro-processing companies in Malawi (in groundnuts, cassava and fruit pulp), a rural distribution network in Bangladesh, a rural healthcare franchisor in Zambia, and a newspaper group in Nigeria (2011-13) • Design of a results framework for the Save the Children – GSK health partnership (2013) • Development of a knowledge exchange strategy for Business Call to Action (2011). <p>Ashley Insight sponsors the Practitioner Hub on Inclusive Business in support of its mission to increase knowledge and uptake of effective business practice that combines social and commercial value.</p>
Jan 2013 – Dec 2015	<p>Results Director, DFID IMPACT Programme</p> <ul style="list-style-type: none"> • Leading the design and implementation of the results framework for the programme which seeks to transform and scale the impact investment market in Africa and Asia. • Setting indicators and designing process for all stakeholders, including CDC, Fund Managers, investee companies, the Global Impact Investment Network, the Programme Coordination Unit, and external independent monitoring by research partners.
2010 – 2014	<p>Director, Inclusive Business Results, Business Innovation Facility (BIF)</p> <ul style="list-style-type: none"> • Led monitoring and lesson-learning across hundreds of inclusive businesses receiving technical support from DFID-funded facility in Africa and Asia.

	<ul style="list-style-type: none"> Designed and delivered the results framework. <p>Provided intellectual leadership to teams, practical engagement with companies, and facilitated international exchange on technical issues of inclusive business implementation.</p>
2011 - 2013	<p>Strategic Lead, Learning and Results, Innovations Against Poverty (IAP)</p> <ul style="list-style-type: none"> Designed the monitoring framework of the Sida-funded challenge fund providing grants to early stage inclusive businesses across Africa, Asia and Middle East. Guided the analysis of results and global dissemination of lessons from IAP by the monitoring and communication teams.
2009 - 2010	<p>Community Involvement Coordinator, Richmond Council of Voluntary Service</p> <ul style="list-style-type: none"> Built dialogue between users of local health and social care services and officials in NHS Richmond and Council staff. Built partnerships to amplify voices and confidence of service users and carers. Put back on track partnership areas of low performance and high tension.
2008 – 2009	<p>Research Fellow, Business and Development Programme, Overseas Development Institute</p> <ul style="list-style-type: none"> Developed ODI’s work on business in the development landscape within the International Economics Group. Co-ordinated the first and over-subscribed ODI-DFID-Business Action for Africa 2009 meeting series on Harnessing Business for Development. Co-authored IFC Good Practice Guide for corporate clients on Strategic Community Investment Co-authored Earthscan book, Tourism and Poverty Reduction, based on a synthesis of multi-disciplinary evidence initially conducted for the World Bank.
2007 - 2008	<p>Consultant, Private Sector Development Department (PSD), African Development Bank</p> <ul style="list-style-type: none"> Developed an AfDB approach to catalyse ‘SME linkages’ around private sector investments. Worked with Investment Officers on assessing development value of projects.
2005 – 2008	<p>Senior Research Associate, Overseas Development Institute (while based in Tunis)</p> <ul style="list-style-type: none"> Pioneered pro-poor mapping of tourism value chains as a diagnostic assessment tool for intervention design and monitoring, in Laos and Rwanda. Supported others (IFC, SNV and ODI) to apply it. Co-authored World Bank review of development impacts of tourism, and alternative methods of assessment.
1998- 2005	<p>Research Fellow, Rural Poverty and Environment Group, Overseas Development Institute</p> <ul style="list-style-type: none"> Established and led ODI Tourism Programme. Founded Pro-Poor Tourism Partnership and led research by the Partnership. Developed and ran ‘Pro Poor Tourism Pilots with the Private Sector in Southern Africa’ – action research collaboration with 6 mainstream tourism companies on pro poor approaches, supported by DFID challenge funds. Developed approaches to sustainable rural livelihoods through multi-year research projects with DFID, the Institute for Development Studies, and University of East Anglia. Co-authored DFID book on implementation of the livelihoods approach and DFID guidance sheets. Developed livelihood-based impact assessment methodologies with Africa Wildlife Foundation and DFID.
1993 – 1997	<p>Resource Economist, Ministry of Environment and Tourism, Namibia</p> <ul style="list-style-type: none"> Part of small dynamic team that catalysed community management of wildlife and tourism as a flagship post-apartheid policy and facilitated Namibia’s first joint venture between a community and commercial tourism investor. Analysed natural resource usage values and options. Trained and mentored colleagues in government, NGOs and community enterprises, and recruited a new cadre of Namibian resource economists. Contributed to national policy development and planning committees. Designed new DFID project integrating wildlife management into rural livelihoods.
1991 - 1993	<p>Socio-economist, Intermediate Technology Development Group</p>

	<ul style="list-style-type: none"> Supported design and implementation of household energy projects in Sri Lanka and Kenya. Led monitoring and evaluation in household energy programmes, including participatory evaluation and training of colleagues in gender analysis and M&E. Member of the 6-person staff team creating the first UK strategy for ITDG.
1989 – 1991	<p>Researcher for Ann Clwyd MP, Shadow Minister for Overseas Development</p> <ul style="list-style-type: none"> Drafted Labour Party policy for the proposed new department for international development and a stronger focus on poverty reduction in the aid programme. Catalysed exposure of the Pergau Dam scandal.
1988- 1989	<p>Junior Researcher, Congressional Taskforce on Foreign Assistance</p> <ul style="list-style-type: none"> Researcher in the Office of Congressman Lee Hamilton. Assessing patterns and performance of US aid. Editing the Taskforce report.
Other	<p>Work experience and internships with:</p> <ul style="list-style-type: none"> Editorial politics team, Congressional Quarterly (Washington DC) (1987) Mediscreen, a media company run by disabled people (1983) BBC Panorama special on Europe (1989) Institute of Cultural Affairs, Chikhale village, India (1984)

EDUCATION

1987-89: MA with Distinction. Dual Concentration: International Economics; and Social Change and Development. School of Advanced International Studies, Johns Hopkins University, Washington DC.

1984-87: BA (2i), Politics, Philosophy and Economics, Balliol College, Oxford University.

Awards

Balliol Scholarship, Oxford University (1985-1987)

Fulbright Scholarship (1987-89)

Congressional Women's Fellowship, Washington DC (1988-1989)

ODI Fellowship to Namibia (1993-1995)

Honorary and Advisory Positions

Advisory Group Member: UN Global Compact and Oxfam International, Poverty Footprint Project (2014-2015)

Advisory Committee Member of IRIS, on behalf of DFID (2014 - 2015)

Advisory Group Member: UNDP Africa, Growing Inclusive Markets and Ecosystems (2013)

Trustee, Action on Hearing Loss (April 2013 ongoing)

Trustee, Deafness Research UK (2011-13)

Founder Trustee of the Travel Foundation (2003-2005)

Resident Representative, Teddington Pool and Fitness Centre (2002-2005)

Trustee of Africa Now (2000-2003)

President of Balliol Junior Common Room

Overseas experience

Long-term (3 years) or repeated visits over several years: Namibia, South Africa, Malawi, Kenya, Tunisia, India, Sri Lanka, USA

Short-term: Nigeria, Rwanda, Ghana, Zambia, Malawi, Mozambique, Tanzania, Bangladesh, Laos, China, Mexico, Haiti.

SELECTED PUBLICATIONS

In total Caroline has authored around 70 publications and edited a further 50 during the course of her professional roles, and has over 4,000 citations on Google Scholar. A publications list is available on www.ashleyinsight.co.uk

[Supporting SME growth through innovation and partnership – a review of the landscape](#), DFID, Connect to Grow, 2016

[Report of the 2nd Inclusive Business in Asia Forum](#), Asian Development Bank, [C. Ashley, L. Sinha](#), 2016

[Survey of Impact Investment Markets 2014: Challenges and Opportunities in Sub-Saharan Africa and South Asia](#). DFID Impact Programme, 2015

[Tracking reach to the Base of Pyramid through Impact investing](#) DFID Impact programme discussion paper. Ashley, C and Shamash, J. January 2015.

[Can you count what counts? How to tally numbers reached at the Base of Pyramid](#) Checklist. Practitioner Hub and Business Call to Action. Ashley, C and Shamash, J. January 2015

[Is Inclusive Business Showing Results? Progress across 3 portfolios supporting 160 companies](#). Practitioner Hub Spotlight, December 2014

[Creating Willingness to Pay: Strategies to Cultivate Demand amongst Base of Pyramid Consumers](#). Checklist. Practitioner Hub and Business Call to Action, 2014.

[Breaking Through: Inclusive Business and the Business Call to Action today](#). Business Call to Action first Flagship Report. Ashley, C and Sivakumaran, S. 2014.

Inclusive Growth and Business Support: Experience from the Business Innovation Facility. Commonwealth Governance and Growth. Ashley, C. Harrison, T. and Schramm, C. 2014.

[The 4Ps of Inclusive Business: How perseverance, partnerships, pilots and passion can lead to success](#). Business Innovation Facility (final report). Ashley, C. Harrison, T. and Schramm, C, 2014.

[Adding value to innovation? Lessons on donor support to inclusive business from the Business Innovation Facility pilot](#). Business Innovation Facility (final report), Ashley, C. Harrison, T. and Schramm, C, 2014.

[When things don't go to Plan: Learning from the problems faced by inclusive businesses in the Business Innovation Facility portfolio](#). BIF Inside Inclusive Business Issue 11. Kambobe, A. and Ashley, C. 2014

[The Monitoring and Evaluation System of the Business Innovation Facility](#). Ashley, C. and Schramm, C. 2014.

[Review of the Business Innovation Facility Project Portfolio](#). Results and trajectories of inclusive business. Schramm, C. Scarampi, A. and Ashley, C. December 2013.

[Understanding impacts at the Base of the Pyramid: Going beyond 'numbers reached'](#). Schramm, C. and Ashley, C. October 2013.

[Engagement with the Private Sector, Development Finance and Other Instruments](#). Written evidence to the International Development Select Committee Enquiry on the Future of Development Cooperation (DF18 within the PDF hyperlinked)

[Start-ups, Innovation and the Base of the Pyramid](#). Innovations Against Poverty, 2012 Report. IAP team 2012.

[The Value of Technical Assistance in Supporting Inclusive Business](#). Lessons Learned to Date. BIF report to DFID. July 2012

[Developing Inclusive Business: Is your company adequately prepared to develop an inclusive business model that will succeed?](#) Business Innovation Facility Checklist. Ashley, C. 2012

[Approaches companies use to track their impact: a comparison of four approaches](#). BIF Spotlight. Ashley C. and Schramm, C. 2012

[How does inclusive agribusiness benefit farmers and companies?](#) BIF Spotlight. Ashley C. and Turner, G, 2012

[Accelerating Progress Towards the Millenium Development Goals through Inclusive Business. Delivering Results, Moving Towards Scale](#). Report on a dialogue on inclusive business held during the MDG Summit, September 2010. Business Action for Africa, Business Call to Action, Global Compact, Harvard Kennedy School, International Chamber of Commerce,

International Business Leaders' Forum, United Nations Development Program, UN Office for Partnerships, World Business Council on Sustainable Development. Ashley (2010):

[Tourism and Poverty Reduction; Pathways to Prosperity](#). Earthscan, London. Mitchell, J. and Ashley, C. (2010):

Approaches to Assessing the Impacts of Corporates on Development. Framework paper for ODI/BAA/DFID event. Ashley C, Schramm, C. Ellis, K (2009, updated and reprinted 2012)

[Harnessing core business for development impact](#). ODI Background Note. Ashley, C. (2009):

The development impacts of tourism supply chains: increasing impact on poverty and decreasing our ignorance. In Spenceley, A. [Responsible Tourism; Critical Issues for Conservation and Development](#). Earthscan, London. Ashley, C. and Haysom, G. (2008):

[Doing the right thing approximately not the wrong thing precisely: the challenge of monitoring impacts of pro-poor interventions in tourism value chains](#). ODI Working Paper 291. ODI, IFC and SNV. Ashley, C. and Mitchell, J. (2008)

[Creating pro-poor linkages around Rwandan tourism](#) (2008). Summary brief. ODI and SNV. Ashley, C. (2008).

[The Role of the Tourism Sector in Expanding Economic Opportunity](#). Economic Opportunity Series, Harvard University. Ashley, C., de Brine, P., Lehr, A., and Wilde, H. (2007).

[Assessing how Tourism Revenues Reach the Poor](#). ODI Briefing Paper 21. Ashley, C. and Mitchell, J. (2007).

[Leakage Claims: Muddled Thinking and Bad for Policy?](#) ODI Opinion 81. Mitchell, J. and Ashley, C. (2007).

[How can governments enhance local economic impacts of tourism? Options and Tools](#). SNV & ODI Toolkit. Ashley, C. (2006)

[Participation by the Poor in Luang Prabang Tourism Economy: Current Earnings and Opportunities for Expansion](#). SNV & ODI Working Paper. Ashley C. (2006)

[Tourism Business and the Local Economy: Increasing Impact through a Linkages Approach](#) ODI Briefing Paper. Ashley C and Mitchell J. (2006)

'How To...?' series: Tips and Tools for South African Tourism Companies on Local Procurement, Products and Partnerships. Ashley, C., Poultney, P., Haysom, G., McNab, D., and Harris, A. (2005)

[Executive Summary](#)

Brief 1: [Boosting procurement from local businesses](#)

Brief 2: [Stimulating local cultural and heritage products](#)

Brief 3: [Building local partnerships](#)

Brief 4: [Setting corporate priorities and managing internal change](#).

Published by Tourism Business Council of South Africa, the Department of Environment and Tourism (SA), the Department of Trade and Industry (SA). Commissioned by International Finance Corporation.

[Facilitating pro poor tourism with the Private Sector: Lessons learnt from piloting pro-poor tourism in Southern Africa, 2002-2005](#). ODI Working Paper, No 257. Ashley, C (2005)

'Strategic Directions for Private Sector Development Instruments in Africa: 8 Tips for the Policy Maker'. Overseas Development Institute, June 2005. Ashley, C., Warner, M., and Romano, J. (2005)

[From philanthropy to a different way of doing business: strategies and challenges in integrating pro-poor approaches into tourism business](#). Development Southern Africa, Vol 23, No 2, June 2006. Routledge. Ashley, C and Haysom G. (2006)

[Rethinking Rural Development](#), Special Edition of Development Policy Review 19 (4): 395-425, Blackwells Publishers, Oxford. Ashley, C. and Maxwell, S. (Eds) (2001)

'Joint ventures between communities and tourism investors: experience in Southern Africa', International Journal of Tourism Research, special issue on fair trade in tourism, Vol.3, No.2, March 2001. Ashley, C and Jones, B. (2001)

'Developing methodologies for Livelihood Impact Assessment: Experience of the African Wildlife Foundation in East Africa', Overseas Development Institute Working Paper No.129. Ashley, C. (2000)

[Sustainable livelihoods: Lessons from early experience](#). DFID, Russell Press, UK. Ashley, C. and Carney, D. (1999)

[‘Tourism and poverty elimination: untapped potential’](#). Briefing Paper for the UN Commission on Sustainable Development, DFID, London. Department for International Development (1999).

[‘Tourism, Communities and National Policy: Namibia’s Experience’](#), in Development Policy Review, Vol 16 265–280. Blackwell Publishers, UK. Ashley, C. (1998)

10 Research Discussion Papers of the Namibian Directorate of Environmental Affairs, Ministry of Environment and Tourism. 1993-1997.

Conference presentations: Caroline has presented at a number of international conferences since 1995. Most recently at the BOP Summit (Michigan, 2013), the Shujog Impact Investment Summit (Paris 2014), the Business Call to Action UNGA Forum (New York 2014), the launch of the Inclusive Business Action Network (Berlin 2014), the PwC International Development Conference (London 2014), the Good Deals Critical Mass conference (London 2015), Social Value Summit (2016) and Asia Inclusive Business Forum (2016).

Editor of:

- [Practitioner Hub on Inclusive Business](#)
- [Inside Inclusive Business](#) (series of reports on inclusive business models and strategies)
- [Deep Dive case studies](#) (series of 7)
- [Checklists](#) for Inclusive Business Practitioners (series of 10)

Recent blogs:

- [Caroline Ashley](#) on the Practitioner Hub.
- Caroline as [Editor’s Choice](#) on the Practitioner Hub.

Further details

Citizenship: UK

Residence/timezone: London

References available upon request