**Dr. Sarah Kayongo**

**DEVELOPMENT ECONOMIST & INNOVATIVE FINANCE EXPERT**

* A development economist with a versatile career spanning INGOs, prime US government development contracting agencies and the private sector, with a successful track record of leading high performing cross-functional teams in the Americas, Africa and Asia.
* Subject matter expertise in financial inclusion for rural women and their farming household with a focus on innovation in digital finance, agriculture finance, health finance, climate and environmental analytics, global health supply chains and logistics.
* Proven technical leadership and successful strategic planning, organizational design, change and process improvement using agile design principles, technical capacity building, workforce development, budgetary management with ability to design dynamic and agile programs to deliver value for money to all stakeholders.
* An accomplished researcher, skilled at applying both qualitative and quantitative research methodologies. A peer reviewed publisher who brings evidence based rigor and analytical skills to program design, implementation, capacity building, monitoring, evaluation and impact reporting.
* Proposal writing: Unparalleled success as technical lead on multi donor proposals for USAID, FCDO, Global Fund, PAHO, WFP, UN Agencies, EU, GATES and the private sector. Additionally led program set up, reporting and close-out.
* Superior partnership, representation and advocacy skills with demonstrated success at negotiating high level strategic agreements with governments, civic society, the private sector, NGOs, and other stakeholders.

**core competencies**

**▪ *Policy and Advocacy ▪ Strategic & Organizational Planning ▪ Proposal Writing***

***▪ Program Design & Management ▪ Private & Public Sector Engagement ▪ Microfinance***

***▪ Process Agility & Innovation ▪ Climate & Environmental Analytics ▪ Collaboration***

***▪ Global Supply Chains & Logistics ▪ Research, Monitoring, Evaluation &Impact ▪ Business Dev’t***

**PROFESSIONAL EXPERIENCE**

**Senior Technical Advisor, The Palladium Group, Washington, D.C., USA March 16th, 2022 to Current**

Assume Technical Lead responsibility for maturing and closing new business opportunities (either when Palladium is the prime contractor or a subcontractor) and vendor roles for programs funded by USAID, Global Fund, GAVI, IOM, UN Agencies, WFP, PAHO, BMGF, DOD, DOS, etc. Ensure Palladium is optimally positioned for the opportunity (through pre-proposal and active proposal stages). Develop the overall strategic technical approach and ensure it is reflected in the proposal documents. Drive proposal pricing strategy to ensure consistency and alignment with the technical proposal, benefit Palladium’s financial goals, and mitigate risk. May delegate specific tasks or areas to another person, but assume ultimate accountable for the task’s completion. Oversee the initial proposal and all subsequent submissions to the client/partner through to completion.

**Roles and Responsibilities:**

**Partnering**

• Identify and create strategic partnering relationships with other contractors and collaborators.

• Develop subcontractor scopes of work (SOW) and lead discussions with subcontractors to ensure that SOW, level of effort (LOE), number and type of staffing positions, Short term technical assistance, etc. are clear and mutually agreed upon.

• Contribute to and review letters of intent (pre-solicitation) and teaming agreements (Proposal Coordinator manages review and approval process).

• Define Scope of Work and level of effort for any consultants required to support proposal development.

• Lead partners’ meetings and teleconferences. This includes kick off meeting, storyboarding, technical strategy discussions, etc., during pre-proposal and proposal development stages.

• Provide guidance and instructions to partners on technical inputs and deliverables.

**Technical proposal**

• Review full solicitation and contribute to list of questions/clarifications requested.

• Review Guiding Outline and ensure that all writing responsibilities are assigned, including for annexes.

• Lead development of and guide overall strategy for technical proposal and any subsequent bid stages (win themes and discriminators, conceptual model, partnering needs, etc.).

• Make decisions on handling of specific technical content development, editing, and formatting responsibilities as described in separate section below.

• Work closely with Lead Technical Writer to develop technical approach and write drafts (with assistance from other technical staff identified to contribute to the proposal and business development ).

• Review and further expand the technical proposal requirements “Guiding Outline” so that writers are guided as much as possible. Conduct “Pink Team” review of writing plan early in proposal cycle.

* Lead color review meetings (e.g., Red Team and Gold Team). Make final decisions for incorporation of comments and recommendations after proposal draft review(s), delegating to Section Leads to re-write as appropriate.

• Review and approve technical volume.

**New Markets/Communication**

* Identifies new markets and contract opportunities to expand and diversify Palladium’s supply chain

practice.

* Collaborate with peers to refine existing or identify new technical approaches and the potential markets

for those services.

* Serve as a technical writer or technical advisor for proposal teams within the practice
* Support marketing and business development activities which raise the profile of Palladium in the target

markets and technical areas of the practice.

* Drafts thought leadership content related to the technical and market scope of the practice.
* Seek opportunities to form trusted relations with clients through networking, speaking at events, or

conducting smaller strategic assignments.

**Program Implementation**

* Lead start-up, long term program implementation, short-term assignments, and close-out as a project

director or a component lead, including work planning, budget management, project deliverables, client

relations, partner relations, and staff supervision to achieve agreed upon outputs and outcomes.

* Build team cohesiveness, lead, mentor, train, and motivate staff to ensure cooperation, project

efficiency, and boost morale.

* Manage project changes including project scope, schedule, and costs to keep the project plan accurate

and updated.

* Provide technical backstopping to existing programs led by other project directors in the practice.

***Highlights:***

* Current Lead for technical approach on a **$2.8 billion** USAID Next-Gen Comprehensive Task Order Indefinite Delivery Indefinite Quantity (IDIQ) with a focus on Private Sector Engagement (PSE).
* Lead all capture activities for several Bi-Lateral USAID Mission bids e.g. Ethiopia **$65 million** and Kenya Supply Chain Programs **$45 million**. Activities include planning and embarking on in-country assessment trip, meeting with private, public and CSO, NGO stakeholders, identifying and interviewing key personnel, office set up and compliance assessment.
* Lead the Bureau of Humanitarian agency bid release date is to be announced in 2024.
* Contributed technical framework on recently submitted **$1.2 billion** USAID In-Country Logistics proposal supporting access of affordable, quality health commodities to over 35 African countries and Haiti**.**
* Represented Palladium at the 2022 Global Health Supply Chain Summit (GHSC) in Dakar, Senegal, 2023 SAPICS conference in Cape Town, 2023 GHSC Summit in Nairobi, and 2023 AidEx in Nairobi.

**Business Development & Proposal Manager, Chemonics International, Washington, D.C. USA**

**Procurement & Logistics Technology Center (Connexi) August 2021 – March 1st, 2022**

Building on Chemonics successful win of the largest **$ 9.5 billion** USAID Global Health Supply Chain award, my current role was to develop the NextGen business strategies based on market trends and opportunities, engaging with clients (national governments Ministries of Health (MoHs), private sector, INGOs, pharmaceutical companies and donors) to build their enthusiasm for Chemonics’ Global Health Supply Chain MIS service offerings; and, leading Connexi’s proposal efforts to secure government and commercial contracts for services in global procurement and in-country logistics.

* Initiated and cultivated relationships with clients in target market segments; introduced, illuminated, and engaged them on the relevant product and services offerings that fit their organization’s health supply chain goals.
* Identified and developed new business leads, based on clearly defined Procurement & Logistics TechnologyCenter **(**PLTC) role in global and in-country supply chain management services for health and other commodities; maintains PLTC business lead tracker and makes sure that it is consistently and accurately updated.
* Worked with senior VPs and Directors of Business units as well as technical practices within the Global Health division to develop the annual business development strategy and plan.
* Externally promoted PLTC, representing company values, standards, and unique capabilities by attending events, networking with clients and counterparts, and displaying a clear understanding of PLTC service offerings.
* Supported Global Supply Chain Services and In-Country Supply Chain Solutions in the development of technical products, service offerings, and value propositions in full alignment with clients’ requirements.
* Led proposal efforts in response to clients requests and drafts solicited and unsolicited proposals and concepts to generate business.
* Collaborated with PLTC Finance & Accounting team to ensure proposals comply with PLTC pricing strategies.
* Conducts desk and field research and analysis on contextual issues relevant to proposals, related stakeholder and client programmatic priorities and investments, and potential partners and competitors.
* Executed virtual and in-person client engagement meetings and conferences. Developed technical concepts and poster presentation for several virtual conference World health forum in Kenya.
* Developed and implements innovative client/donor engagement approaches using evidence based methods.
* Maintained regular engagement with Chemonics’ Global Health and Supply Chain New Business Team and capture efforts to jointly track and pursue new business opportunities when appropriate.

***Highlights*:**

* Contributed technical input to a winning USAID bi-lateral in country health supply chain system’s strengthening bid for **Zambia $35 million**.
* Developed pipeline of opportunities with a diverse donor base that included UNOPS, Global Fund, and several private sector companies and foundations, managing a combined pipeline of over **$225 million.**

**Country Representative, VSO Nigeria June 2020 – July 2021**

**Donor Engagement and Partnership development**

* Lead the prepositioning, capture plan development, proposal development process, and partnership to scale the program portfolio of VSO’s thematic practice areas in inclusive Education and Health with oversight of close to $5M from DFID, EU, UN, GIZ, KfW, Gates Foundation, GAVI, Global Fund as well as $3M portfolio for Resilient Livelihoods programs (agribusinesses, value chains, microfinance) from USAID.
* Proactively led the development and deepening of VSO’s partner relationships and network (government agencies, INGOs, private sector, bilateral and multilateral donors in and across the region.
* Collaborated and liaised with global technical program and communications on new project funding needs, human interest stories and the development of cultivation plans.

**Representation, Leadership and Policy Dialogue**

* Oversaw the country’s strategic planning process, implementation, and reporting to the VSO global heads and the executive board**.**
* Fostered teamwork and communication among staff. Led, prepared and supervised the organization of meetings, seminars, webinars, and publications. Ensured the compliance to all legal and tax regulation, timely audits, budgeting, and financial management.
* Designed communication strategies to influence key partners, civil society, state, and federal government ministries by advocating VSO’s thematic issues.

**Capacity Building and Knowledge Sharing**

* Designed and implemented robust client programs using evidence-based participatory approaches such as surveys, needs assessment studies using qualitative and quantitative methods.
* Measured performance improvement and outcomes through rigorous monitoring and evaluation ensuring adherence to core values of social accountability, social inclusion, gender and resilience
* Assessed, identified, and built the technical capacity of local implementing partners to facilitate the scaling of quality programs. Captured knowledge sharing and a created a culture of innovation and process improvement by utilizing internal databases and Salesforce, SharePoint, OneDrive as well as peer reviews especially on programs that that could be replicated to other contexts.

***Highlights:***

* Co-led inter-agency effort to develop the U.S., ECHO, EU: **Preparation for Resilience, Response, Recovery and Rehabilitation (P4R)** response to ongoing COVID19 crisis situation analysis in West Africa and the Sahel with medium fragility, high institutional and socially fragile states: climate change, human development, and food security for West Africa and the Sahel.
* Presented at UNESCO’s *Global Education Coalition* on supporting education for 40,000 children during Covid19.
* Cross functionally collaborated with technical leads on FCDO proposal development.
* Led the country team in the successful diversification of funds that won first ever UNICEF award approximately $2M for continuing education through community based approaches.
* Co-hosted Polio free events that marked Nigeria “polio eradication,” hosted by Gates Foundation, Nigeria.

**Doctoral Research Fellow, Georgia State University & Grameen Foundation, Atlanta, GA, USA 2016 – 2020**

* The aim of the research was to build an empowering ecosystem to provide financially excluded rural small holder farming households including women, youth and indigenous groups and their households access to sustainable financial services and products, information and expertise on Good Agriculture Practices (GAPs) that would result in higher yields, secure their food systems, strengthen their resilience to withstand adverse climate related conditions, build technical support and access to markets. This broad objective was achieved by orchestrating a combination of partner networks from women’s groups, NGOs, Micro finance institutions, Cooperatives, agribusinesses with activities that use digital technology and data, to design inputs and linkages that address farmers need.
* Empowering ecosystem outputs were attained threefold: First, by designing innovative apps enabled by technology such as CKW, Kilimo Booster, DFDP that were used to collect and analyze micro-targeted data in real-time using Taroworks (Grameen’s own software), to understand the most productive farm level inputs to help farmers become more profitable. Secondly, by orchestrating a network of partners with value propositions to financially support the design, implementation, and sustain the innovations at scale. Thirdly, by training peer farm agents on the use of digital apps. These agents, in turn, reached out directly to farmers using a multi-channel approach such as sending SMS, video, radios directly to farmers smart phones. Hence, they provided farmers with linkages to financial products and services, markets, farm inputs, weather-related information, technical guidance on good agriculture practices, and training on certification with a strong focus on women farmers.

***Highlights/Some key results:***

* A major barrier farmers in Kenya faced were the long and complex loan processing procedures. To overcome this challenge and to match the loan repayment period with harvest time, we worked with fintech to create “Kilimo” an app that eased loan processing and how farmers received loans. Our team leveraged innovation by linking multisectoral partners including donors, telecom, FinTech- Mpesa and banks to develop a mobile money wallet - Kilimo. Through this medium, Grameen [[1]](#footnote-1)disbursed 34,000 loans worth more US$2.2 million, and 70% of group loans were given to women. Farmers received these funds within 72 hours of application. Through the multisectoral partners, staff and farmers co-designed innovative tools such as impact investing, crowd funding, Value for Money (VfM) programming.
* Another barrier smallholder cocoa farmers face is the lack of information on how to get certification to access global cocoa supply chains. Through a partnership with Rainforest Alliance and Cocoa agribusiness Mars Inc., our team designed SAT4 an android and cloud-based technology with diagnostic analysis and rules-based predictive tools to assist decision-making. SAT4 combined agronomy, household finances, farm economics, tailored training and advice for individual farmers. Field agents used it to profile cocoa farmers to understand the financial record as well as the socioeconomic status of the farming families. SAT4 generated seven year sustainable business plans that allowed farmers to plan ahead, improve their productivity and cement their place in the cocoa supply chain. As an outcome, In Indonesia, we reached 1200 farmers, and in Ghana, 2090 farmers benefited from long-term planning using SAT 4 by attaining a living income equivalent to 1.5 - 2 MT per hectare. Lastly, in Colombia 3,600 cocoa farmers, of which 1,000 were women received individualized digital farm development plans and coaching by volunteer community agents[[2]](#footnote-2).
* In the Philippines, smallholder coconut farmers are often left out of the supply chain, and worse, they are faced with extreme weather conditions that have adverse effects on their economic livelihoods. Supported by the Global Resilience partnership, FarmerLink was launched to address change in weather conditions, issues on productivity, access to farming inputs and loans. By combining the power of mobile technology and human networks to improve productivity; access to markets and financial services, FarmerLink engaged 27,557 farmers with SMS campaigns containing good agricultural practices, cash management practices, pest and disease information. As a result, more than 3,000 farmers[[3]](#footnote-3) were able to protect their crops against a prolonged drought by following FarmerLink advice.
* Using a social network framework embedded in Dynamic Capabilities, I framed the design and implementation model by using lessons learned elsewhere in Grameen and applied them to different local contexts. I led a rigorous evidence based 1) Problem identification through a needs analysis by scoping the case study, research question and hypothesis building; 2) Data collection and framework design using both qualitative and quantitative methodologies, applied a mixed approach of interviewing program managers, microfinance clients, NGOs, partners and financial institutions in addition to administering surveys; 3) Conducted a peer literature review process on the thematic topics; 4) Data analysis using statistical software: SPSS, STATA, R, Python, NVivo, Qualtrics, PLS, Survey Monkey, Drupal, Adobe, and Google Analytics and cost based analysis; and 5) Writing the final study report with diagnostic findings, monitoring and evaluation and recommendations in easily grasped language utilizing data visualization tools like Tableau, dashboards and excel.
* Applied Evidence-Based Research rigor using both Quantitative & Qualitative research methodologies.
* Published a dissertation and subsequent papers as well as academic conference presentation. (see publications below)

**Chief Operating Officer, MedShare International, Atlanta, GA, USA 2013 – 2016**

* Managed the logistics coordination of an in-kind inventory of medical supplies and equipment program of $30M.
* Financial planning, budgets, audit reporting and enterprise-wide operational plans.
* Designed and coordinated disaster relief & long-term development programs during the Ebola outbreak in West Africa and Hurricane Matthew (2016) in Haiti with the CDC, Atlanta and other external stakeholders.

***Highlights:***

* Formulated and implemented country entry strategies and health programs for Ghana, Nigeria and Liberia, negotiated high-level foreign government contracts with local Ministries of Health, and maximized public-private partnerships that strengthened country health care systems.
* Spearheaded and finalized a $18M Memorandum of Understanding with the Ethiopian Ministry of Health.

**Country Director, DHL International, Malawi**  **2011 ­– 2013**

* Composed annual business plans that markedly improved competitive positioning and market share.
* Oversaw personnel management, training, performance evaluations, coaching comprising 40 staff members.

***Highlights:***

* Initiated public private partnerships with global companies that scaled DHL’s footprint from 15 to140 outlets.
* Grew sales from -12% to 17%, and consistently produced double-digit revenue growth throughout tenure.
* Served on a task force for environmental conservation appointed by United States Ambassador Janine Jackson.

**ChildFund International, Regional Director, S.E., Atlanta, GA, USA 2008 – 2011**

* Led strategic initiatives that increased financial commitments for ChildFund’s poverty alleviation work.
* Organized annual donor and stakeholder events in Washington DC to influence US foreign budget issue agenda.

***Highlights:***

* Secured $13.3M from USAID, DFID and African Development Bank for the Tsunami disaster relief efforts.
* Secured a $ 5M multiyear corporate matching grant from NESCAFE to improve child malnutrition in Mexico.

**World Vision USA**, **Senior Director, Atlanta, GA, USA** **2005 – 2008**

* Directed strategic and operational planning, budgetary control and staffing evaluation to optimize outcomes.
* Organized and coordinated donor tours to World Vision Rwanda, Peru, Ecuador, India and Kenya.

***Highlights:***

* Served as one of the regional directors on vision trips with donors on initial PEPFAR projects in Africa.
* Secured $2.5M from the Rotary Foundation for water projects in Eastern Africa (Kenya and Ethiopia).

**CARE International,** **Donor Relations Specialist, Atlanta, GA, USA** **1999 – 2005**

* Secured over $10M through proposal and competitive bids from USAID, FFP, DOL BPRM, BECA, and OFDA.
* Served on ***CARE Action!*** Task force to sensitize constituents on how to directly influence US policymakers through Congressional testimony, briefings, and reports to support increased foreign assistance budget spending.

***Highlights:***

* Coordinated **CARE Action!** annual National conference on the hill in Washington D.C. to petition members of congress during a week-long series of events. https://www.careaction.org/take-action
* Conceptualized a diaspora fundraising strategy that increased disaster relief for the Ethiopian famine.

**education**

* **Doctorate of Business Administration,** Georgia State University, USA ( *with Distinction*).
* **Dissertation downloadable at:** [**https://scholarworks.gsu.edu/bus\_admin\_diss/132**](https://scholarworks.gsu.edu/bus_admin_diss/132)
* **Master of Science, Economic Development,** Eastern University, Saint David’s, Pennsylvania, USA.
* **BA, Business Administration and Management,** Messiah University, Grantham, Pennsylvania, USA.

**Conference presentations**

Presented Research in progress including a Poster at a Doctoral Consortium during the 9th Engaged Management Scholarship Conference at the Antwerp Management School, Antwerp, Belgium on 09/05/2019.

Presented paper from the dissertation at the (virtual) 10th Engaged Management Scholarship Conference at Case Western Reserve University, USA on September 09/10/2020.

Presented research paper in progress at the (virtual) 11th Engaged Management Scholarship Conference at Florida International University, USA on September 09/15/2021.

**Publications**

[Kayongo, S.](file:////insight/search%3fq=Sarah%20Kayongo), [Tom, M.](file:////insight/search%3fq=Marilyn%20Tom) and [Mathiassen, L.](file:////insight/search%3fq=Lars%20Mathiassen) (2021), "Organizing and orchestrating microfinance initiatives: a contextual inquiry", [*International Journal of Social Economics*](https://www.emerald.com/insight/publication/issn/0306-8293), Vol. 48 No. 2, pp. 221-239. <https://doi.org/10.1108/IJSE-02-2019-0125>

[Kayongo, S.](file:////insight/search%3fq=Sarah%20Kayongo) and [Mathiassen, L.](file:////insight/search%3fq=Lars%20Mathiassen) (2023), "Improving agricultural relations and innovation: financial inclusion through microfinancing", [*Journal of Business & Industrial Marketing*](https://www.emerald.com/insight/publication/issn/0885-8624), Vol. 38 No. 11, pp. 2460-2470. <https://doi.org/10.1108/JBIM-10-2022-0459>

Dissertation paper version was published in the SSRN online journal on September 11, 2020 also downloadable here:

<http://ssrn.com/abstract=3687792>

Since publication, my paper appeared on the following Top Ten down load lists:

* Ten download list for: Development Economics: Macroeconomic Issues in Developing Economies ejournal. (October 27, 2020)
* Ten download list for: Financial Institutions in Emerging Markets (Topics) (October 15,2020)
* Ten download list for: ERN Financial Markets, Savings & Capital Investment in Developing Economies (Topic) (October 15,2020)
* Ten download list for: ERN: Asia, the Middle East, & Oceania (Topic) (November 1st, 2020).

Full Dissertation available here: <https://scholarworks.gsu.edu/bus_admin_diss/132>

**Research Projects (Assisted)**

Research Assistant to: Dr. Nyonyintono (2002)

World Vision, Makerere University/ USAID funded study: “Survival Mechanism of Single Headed Households in Northern Uganda”.

Research Assistant to: Dr. Harriet Birungi & Prof. Muzaale (1994)

Makerere University/ USAID: An impact study assessing livelihoods of Rwandan refugees in Southwestern Uganda: Orukinga Valley.

1. Ibid [↑](#footnote-ref-1)
2. Ibid [↑](#footnote-ref-2)
3. Ibid [↑](#footnote-ref-3)