

# Curriculum Vitae Muhammad Muneeb Zulfiqar

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<b>Nationality</b>	Pakistani; <b>Permanent Resident Status:</b> Pakistan
<b>Professional Qualifications</b>	B.Sc. Hons (Economics) Minor (Mathematics), Lahore University of Management Sciences, Pakistan 2014.
<b>Country experience</b>	Pakistan, Fiji and Sri Lanka
<b>Technical and Research skills</b>	<ul style="list-style-type: none"><li>› Comprehensive experience in Market Systems Development (MSD) in Asia and the Pacific; played various technical roles in the Market Development Facility (MDF), active in Fiji, Timor-Leste, Pakistan, Sri Lanka and PNG.</li><li>› Fully conversant with implementing the Donor Committee for Enterprise Development (DCED) Standard on Results Measurement (RM); led the Pakistan country team through a successful DCED audit (94% score), supported other MDF country teams prepare for their audit; participated in the advanced results measurement workshop for leading industry practitioners in March 2017.</li><li>› Supported the integration of Women’s Economic Empowerment (WEE) in all aspects of the MDF implementation and RM process; led research and intervention design to appropriately understand and improve the position of women in urban and rural sectors.</li><li>› Led research teams to investigate the pro-poor growth potential of sectors; developed business and investment plans with partners up to USD 250,000; and managed/monitored these.</li><li>› Supported the MDF Annual Aggregation of Results.</li></ul>
<b>Management skills</b>	Coordinator of the Pakistan WEE-RM team, member of the Pakistan country management team, MDF five-country WEE-RM working group.

Muhammad Muneeb Zulfiqar (‘Muneeb’) combines strong research skills with an interest to ‘make data work’ for an evidence-based approach to Private Sector Engagement, Women’s Economic Empowerment and Inclusion and development more broadly. Muneeb has extensive research experience ‘on the ground’. He is able to collect qualitative and quantitative information from a broad range of stakeholders to inform business plans and impact assessment. Muneeb has strong interpersonal skills and collaborates well in teams and with partners.

## Career history / Long-term Engagements

**2018 – ongoing, Pakistan, Private Sector Engagement Specialist- Opportunities Unlimited B.V.** After leaving the Market Development Facility Muneeb joined Opportunities Unlimited B.V to provide his expertise on private sector engagement, results measurement, research, training and acquisition. Specific short-term assignments are detailed below.

**2016 – 2018, Coordinator Quality and Inclusion (WEE-RM) and member of the Pakistan country management team, Market Development Facility, Department of Foreign Affairs and Trade (DFAT).** Muneeb joined the Market Develop Facility as a Business Adviser, in which capacity he focused on

MDF's industrial work in the leather industry (access to industrial services and inputs, review of production lines, integration of workplace improvements in support of Women's Economic Empowerment). Muneeb contributed significantly to the integration of WEE in all aspects of MDF's work in Pakistan, including research and RM. He joined the WEE-RM team and later became the Coordinator of this team (which was later renamed as the Quality and Inclusion team). As WEE-RM Coordinator, Muneeb also became a member of the Pakistan country management team, which was responsible for the day-to-day management of the whole Pakistan team. Muneeb was also a member of the MDF inter-country working on WEE and RM and in this capacity supported WEE-RM work in other countries and Facility-wide results aggregation. Key responsibilities and achievements include:

**As Business Adviser:**

- › Developing medium-term, regionally differentiated growth strategies for the dairy and meat sector, the leather industry and the horticulture sector.
- › Researching and developing innovative business plans together with potential partners, ranging from small start-ups to established industries; assess their technical and commercial feasibility.
- › Lead negotiator for partnership agreements with contract values up to USD 250,000.
- › Preparing cost benefit analysis and calculating ROI for partnerships undertaken by the Facility.
- › Preparing results chains with results projections and measurement plans to monitor partnerships.

**As WEE-RM Specialist, Coordinator and member of the Facility WEE-RM working group**

- › Co-designing and leading all research efforts in country, including impact assessments, poverty and gender studies and specific research related to emerging themes like identifying barriers to WEE or capturing systemic change.
- › Ensuring a WEE-RM system that is up to date, with results chains and measurement plans in place and updated for all partnerships, and all research efforts having sufficient quality and rigor to pass a DCED audit.
- › Analyzing results and make these sufficiently insightful to inform strategy discussions and/or business planning with partners.
- › Leading the Pakistan country program through a DCED Audit with a score of 94% for 'must have' control points and 89% for recommended control points – one of the highest audit scores recorded.
- › Contributed to MDF's inter-country WEE-RM working group, sharing best practices and suggesting improvements to processes and frameworks; the WEE-RM working group ensured the quality and consistency of all WEE and RM activities across all MDF country programs.
- › Contributed to the Facility-wide annual aggregation of results and results forecast in 2016 and 2017.
- › Supported WEE-RM teams in all MDF countries.

**As member of the MDF Pakistan country management team and Facility leadership team:**

- › Providing day-to-day guidance to teams of Business Advisers and RM Specialists; providing capacity building support for analysis of sectors, partners and interventions, deal making and intervention design, inclusion, partnership management and monitoring, results measurement, engagement, influencing and learning.
- › Conducting training/induction program and refresher courses on MSD, WEE and RM.
- › Contributing to the development of the MDF annual strategic plan, progress reports and other reporting requirements and communication efforts; participated in workshops in MDF countries to discuss the overall direction of the Facility.

- › Representing MDF to the donor and key stakeholders.

**2014 – 2015, Pakistan, Research Assistant, Centre for Economic Research in Pakistan.**

- › Conducted field work and focus groups in rural Kasur, Faisalabad and Gujranwala (Pakistan) to increase the quality and sustainability of private schools in Pakistan.
- › Made education support services, such as student assessments, teacher trainings and better quality books, accessible to rural Low-Fee Private Schools to gauge their interest in take-up.
- › Assisted in developing products and services with private companies like Oxford University Press and Beaconhouse School Systems, to assess their impact on the performance and quality of Low-Fee Private Schools.
- › Helped organize the Education Support Services Mela for Low-Fee Private Schools in Faisalabad, Jaranwala and Sammundari for about 350 schools.
- › Worked in collaboration with Tamir Bank, a micro-finance bank, to gauge the impact of various financial products on school performance and increase financial opportunities for private schools.

**2014 – 2015, Pakistan, Research Assistant, Lahore University of Management Sciences.** Muneeb was hired by faculty member Dr. Imran Naeem to carry out extensive research on determining the correlation between local politics and agricultural legislation in Punjab. Key responsibilities included:

- › Conduct literature reviews.
- › Recruit and/or interview subjects, collect and analyze data.
- › Supervise undergraduate students working on the research project (maintaining records on assignment completion, acting as liaison/mediator between the undergraduate students and the faculty researcher).
- › Summarize project results and prepare progress reports as well as monitor the project budget.

## Short-term Engagements

**2018, Uganda (2 week), MSD/RM specialist support to Mid-Term Review, International Fertilizer Development Center (IFDC) Resilient and Efficient Agribusiness Chains (REACH) project.** Muneeb worked with a team of consultants to review the project's strategy, progress to date and organizational set up, including its Monitoring, Evaluation and Learning System (MELS). Muneeb analyzed the suitability of the project's existing data sources and indicators and whether these allowed the project to capture good quality data efficiently, learn from these and adjust project activities where needed. Recommendations were formulated to reduce the number of indicators and develop more tailored results chains and intervention guides.

**2018, (12 weeks), MSD specialist, BEAM Exchange, GIZ.** As part of a two-person team, Muneeb conducted detailed research on and connected with MSD projects from all over the world to identify suitable evidence of results achieved by MSD programs. This evidence was used to develop an 'MSD Evidence Communications Pack' consisting of twelve successful case studies drawn from MSD programs from four continents (Africa, Asia, Europe and the Pacific) and diverse sectors (agriculture, education, financial services, healthcare, industry, renewable energy). Muneeb also identified 60+ new evidence documents to be included on the 'BEAM Evidence Map', based on their relevance and the cogency, credibility and transparency of research techniques used.

**2018, Fiji (3 weeks), RM specialist, Market Development Facility.** Muneeb supported the Fiji country team of the Market Development Facility to design research, collect data and develop results projections for its portfolio of 50+ partnerships in Horticulture and Agro-Exports and Tourism. In addition, Muneeb reviewed completed work and provided advice on how to prepare for the upcoming DCED audit.

**2017, Sri Lanka (3 weeks), RM specialist, Market Development Facility.** Muneeb supported the Sri Lanka country team of Market Development Facility to develop logical results chains and results projections, informed by reasonable assumptions and supported by appropriate measurement plans to verify these. Muneeb focused on horticulture and aquaculture interventions in preparation for the upcoming DCED audit.

