

## Curriculum Vitae Muhammad Muneeb Zulfiqar

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<b>Nationality</b>	Pakistani; <b>Permanent Resident Status:</b> Canada, Pakistan
<b>Professional Qualifications</b>	B.Sc. Hons (Economics) Minor (Mathematics), Lahore University of Management Sciences, Pakistan 2014.
<b>Country experience</b>	Pakistan, Ethiopia, Uganda, Fiji, Timor-Leste and Sri Lanka
<b>Technical and Research skills</b>	<ul style="list-style-type: none"> <li>› Comprehensive experience in Market Systems Development (MSD) in Africa, 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>› Capable and experienced in providing capacity building support when it comes to business deal making and intervention design, strategy and sector analysis, partnership management and monitoring, results measurement, engagement, influencing, learning and communication.</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 (Fiji, Sri Lanka) prepare for their audit; (<a href="#">Profile on the DCED marketplace</a>)</li> <li>› Conducted introductory trainings and refresher trainings for MRM staff on the DCED standard and on best monitoring and research practices.</li> <li>› Supported the integration of Women’s Economic Empowerment (WEE) in all aspects of the MDF implementation and RM process;</li> <li>› Led research teams to investigate the pro-poor growth potential of sectors; developed business and investment plans with partners; and managed/monitored these.</li> <li>› Supported multiple programs with impact and results aggregation</li> </ul>
<b>Management skills</b>	Coordinator of the Pakistan Gender-MRM, member of the Pakistan country management team, MDF five-country Gender-MRM working group.

Muhammad Muneeb Zulfiqar (‘Muneeb’) combines strong research skills with an interest to ‘make data work’ for an evidence-based approach to Market Systems Development, Private Sector Engagement, Women’s Economic Empowerment and Inclusion and development more broadly. Muneeb has extensive research experience ‘on the ground’ and has been able to use researched information to execute successful interventions in both the private and public sectors. He relies on his ability to collect and analyse qualitative and quantitative information from a broad range of stakeholders to inform business plans and impact assessments. He ensures quality and legitimacy of development results through his cautious yet practical approach to designing and managing partnerships. Muneeb is experienced in implementing and advocating for the DCED standard of result measurement and has led, as well as supported, programs through successful audits. He has also completed the “Advanced Training on the DCED Standard” in 2017. Muneeb has strong interpersonal skills and collaborates well with teams and with public-private 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, gender equality, results measurement, research, training and acquisition. Specific short-term assignments are detailed below.

**2016 – 2018, Coordinator Quality and Inclusion (Gender-MRM) 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 women empowerment in all aspects of MDF's work in Pakistan, including research and results measurement. He joined the Gender-MRM team and later became the Coordinator of this team (which was later renamed as the Quality and Inclusion team). As the Gender-MRM 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 Women Economic Empowerment and Results Measurement and in this capacity supported WEE-RM work in other countries and facility-wide results aggregation. Key responsibilities and achievements in these roles 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 Women Economic Empowerment – Results Measurement (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 Associate, 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

**2020, Ethiopia (3 weeks), MEL consultant, Strengthening Host and Refugee Populations Ethiopia (SHARPE).** Muneeb supported the SHARPE MSD project in Ethiopia in developing appropriate monitoring and evaluation tools for assessing impact and extract timely insights for adaptive management of project interventions. Muneeb also assisted the program team in designing and brokering early-stage interventions as part of the program's inception stage. Through the innovative use of an adapted market systems development approach, SHARPE works to inclusively and sustainably empower refugees and host communities to become more economically resilient. Given

the program design, Muneeb set up the monitoring system to efficiently capture disaggregated impact in terms of gender, host-refugee, ethnicity and age.

**2019-2020, Uganda (on going), MSD/RM specialist support, International Fertilizer Development Center (IFDC) Resilient and Efficient Agribusiness Chains (REACH) project.** Muneeb as part of a two-person team trained the project team in developing result focused partnerships with local private and public sector stakeholders. Muneeb also worked with the team and trained them on the best practices for measuring impact with efficient use of resources. He supported the program team by supporting them in partnership design, steering business models in line with the MSD approach to development, and in developing monitoring tools, templates and measureable indicators of change. Muneeb also co-facilitated a 2-day seminar which focused on Market Systems Development approach and Results Measurement in compliance with the DCED Standard for public and private stakeholders.

**2019, Pakistan (6 weeks), MSD/RM specialist, Global Alliance for Improved Nutrition-Scaling Up Nutrition Business Network (GAIN-SBN).** Muneeb worked as part of a two-person team of consultants to develop a research strategy for GAIN-SBN. The research plan was designed to understand the potential for systemic development in nutrition related industries with access to financial, technical and business development services. The research would also help GAIN-SBN to recognize the constraints, accessibility and area(s) of focus for these support service providers in terms of nutrition.

**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 it 's 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, Home based (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), WEE-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.

## Selected Presentations and Publications

**The story of MSD: achieving sustainable development at scale**, Bekkers, H. and Zulfiqar, M. Published by the BEAM Exchange, January 2020

**Market Systems Development and Food Security Seminar, *Introduction to MSD and the DCED standard***, Co-facilitator, Uganda, October 2019

**The potential dairy market of smallholder farmers**, presented at the Lahore University of Management Sciences for the Executive Certificate for Agri and Dairy Business Management (ECAM) class, Lahore, 2019

**MDF Annual Aggregation of Results 2016-2018**, Co-author, Pakistan, Fiji, Timor Leste, Papua New Guinea, Sri Lanka, MDF

**Systemic Change in the fodder market for smallholder farmers in Pakistan**, supported in case study development, Market Systems Development (MDF), presented to the Lahore University of Management Sciences Pakistan, September 2017.