

# MONEEF SULTAN

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## EXECUTIVE SUMMARY

Highly accomplished, performance-driven Banking, Finance, and Microfinance expert with over 12 years' senior/executive experience, utilizing skills and knowledge to improve, develop, and reform the financial sector. Leveraging a comprehensible understanding of the inter-relationship between economics and politics, to shape and influence the regulatory and supervisory framework, particularly in the SME and microfinance sectors. Passionate in applying skills to provide an impact on financial institutions' capacity building and to drive financial sector development. Hands-on management style in the development and implementation of strategic plans ensuring modernization, capacity building, growth, sustainability, and profitability. Highly skilled in planning and organizing all aspects of projects from inception to completion, a strong team leader with strategic vision and facilitator to achieve objectives.

Proven track record in driving growth and efficiency through streamlining business processes and applying organizational reforms. Proven expertise in establishing goals, strategies and policies, with high levels of professional standards and integrity. Advanced skills in analysis and an ability to interpret complex data in meaningful and relevant ways to accurately identify drivers and variances, and decision-making.

## CORE COMPETENCIES

- Target-driven, self-motivated with a demonstrated ability to manage, motivate and build cohesive teams that achieve results under challenging and demanding environments
- Extensive experience in analyzing, shaping, and influencing effective strategic/policy/process improvements and reforms
- Excellent analytical skills as a critical thinker with attention to detail and passion for analysis
- Capable of creating/managing real and active relationships with strategic partners (funders, organizations & various stakeholders)
- Critical thinking and problem-solving skills to apply innovative solutions and improve performance (process improvements, standardization, digitization, Fintech, automation etc.)
- Strong financial management abilities to plan, manage, and monitor financial transactions, budgeting, financial performance and reporting, as well as applying advanced financial forecasting and variance analysis
- Proven track record of developing and delivering technical assistance programs to MFIs and banking institutions to the highest standards with outstanding results and economic/social impact

## CAREER ACHIEVEMENTS

USAID – Yemen Economic Stabilization and Success Project by Pragma: Successfully introduced IRB Approach and score-based credit appraisal methodology (Basel II & III and Moody's/S&P), increasing client's (MFI's and banks) productivity by over 400%, reducing PAR below 0.78%, exceeding targets by 347% in under 67% of project's completion with leading financial institutions such as Alkuraimi MF Bank, YKB Bank, Al-Amal Bank, and the Cooperative Agricultural Credit Bank (CAC).

Economic Committee: Instrumental in facilitating dialogue, hence driving changes in national monetary policies (money supply & circulation, provision of \$200 million to cover FX needs for international trade needs and essential commodities' imports

Mareb Insurance: Successfully developed for the first time in Yemen, a competitive credit portfolio insurance product with a portfolio exceeding \$12 million

The National Microfinance Foundation: Reduced bad debts provisions by 61%, increased net income by 87.3%, increased return on assets (ROA) by 54.5%, reduced the operating expense ratio by 18.4%

International Bank of Yemen: Initiated new investments (SME Credit, interbank trade, etc.), contract negotiations resulting in savings by up to 1.5% on foreign transactions (Commerz & Mashreq Bank)

## EDUCATION

2009: **MSc Corporate Finance**, The University of Salford, UK

2005: **BA (Hons) International Business**, Manchester Met. University, UK and Fachhochschule Bochum, Germany

2000: **High Diploma Business & Finance**, The Manchester College, UK

## EMPLOYMENT HISTORY

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### **Senior Advisor – Access to Finance (Livelihoods, SMEs, Market Linkage, and Business Development)**

**USAID MEG/YESS project at Pragma, Yemen, Jordan, Egypt, Libya**

*Jul 2019 - present*

Leading the Access to Finance component of The Middle East Economic Growth Program/Yemen Economic Stabilization and Success Project as well as providing technical support to MEG's advisors in other MENA countries.

*Key Responsibilities:*

- Successfully coordinating activities between different components to design and implement a comprehensive program aimed at delivering technical assistance to beneficiaries (SMEs, companies, and businesses) to enhance production methods, improve supply chain efficiency, and facilitate access to regional/international markets to maximize the businesses' outputs
- Efficiently coordinating and managing a complementary relationship between the delivery of specialized technical assistance to partner banks and MFIs on one hand, and the provision of financial products to fund investments needed for implementation of innovative financial products and services (including Fintech, ICT, UI/UX enhancements, etc.)
- Assess, advise, and provide technical assistance to partner banks and MFIs on product structuring and development, pricing, portfolio/investment management, governance, and most importantly, the adoption of BASEL II & III operational and credit risk management approaches and strategies (IRB Approach, S&P/Fitch/Moody's Scoring, Collateral Evaluation PD/EAD/LGD/EL)
- Assessing, advising and providing technical assistance on the adoption and utilization of innovative financial solutions
- Relationship management with project partners, stakeholders, funders, HO, and regulatory/supervisory bodies; including communications, negotiations, reporting on performance and other operational issues

### **Acting Country Representative**

*Feb 2019 - present*

*Key Responsibilities:*

- Formal representation (government bodies, bank accounts, formal agreements etc.) nationwide
- Relationship management with strategic partners

### **Senior Financial Advisor**

*Feb 2018 – Jun 2019*

*Key Responsibilities:*

- Proficiently contributing to the early design and implementation of the project's ('Access to Finance' Development Program) operational strategies, budgeting, and resource allocation, focusing on achieving planned targets and results and outcomes as agreed with donor USAID
- Effectively leveraging program's relationship with national/local governments, the private sector (such as AlKuraimi Bank, YKB, and Azal MF), and the non-profit sector to share insights, mitigate risks and protect customers, thus extending outreach and impact of project beyond our immediate partners and geographical locality to further the program's activities and maximize outcomes that shaped industry standards and practices as well as influencing entire sectors (agriculture, manufacturing, SME's alternative energy etc.)
- Competently submitting regular reports on budgetary technical assistance progress and overall project progress goals and targets to donors and stakeholders

### **Director of Finance and Senior Economic Advisor (Team Leader)**

**Universal Group Limited, Africa, Middle East, North Africa & Far East**

*Jul 2016 – Dec 2017*

*Key Responsibilities:*

- Financial management etc. (IAS, IFRS and ISO 9001-QMS compliant)
- Provided strategic advice to management on financial management

### **Vice President**

**LCI International – District 114-B, Tanzania, Uganda**

*Aug 2016 – Dec 2017*

*Key Responsibilities:*

- Interacted with donors and strategic partners, identified and analyzed trends, opportunities, and threats to programs and donors
- Oversaw the design, implementation, monitoring, and periodic updating of program interventions (hunger alleviations, health, education and employment generation) and the resource mobilization strategy

### **Managing Director**

**The National Microfinance Foundation, Yemen**

*Feb 2014 – May 2016*

*Key Responsibilities:*

- Led the leading MFI (Microfinance Institution) in the country with over 23 permanent branches and 12 service centers nationwide, formal representation and communication
- Identification of promising practices, technical expertise, and strategic opportunities (Domestic and International; investments, M&A, and strategic partnerships and joint projects)
- Successful implementation of organizational reform and restructuring in partnership with KFW funded technical assistance program with the LFS for a value of \$1.2 million

**Head of Financial Institutions (International Banking)****The International Bank of Yemen, Yemen**

Jul 2011 – Dec 2013

Key Responsibilities:

- Oversaw and managed all aspects of interbank relationships and dealings (domestic and international) (corresponding banks, due diligence, credit facilities and limits, negotiate and manage agreements)
- Oversaw and supervised operational, strategic, and technical aspects of interbank activities/requirements (remittances, SWIFT MT's, NOSTRO/VOSTRO Accounts, Compliance and due diligence) as well as supporting treasury, operations and AML and CFT activities

**Officer: Asset Liability Committee (ALCO)**

Jul 2012 – Dec 2013

Key Responsibilities:

- Active participation in the Asset-Liability Committee ALCO (counselling, implementation, monitoring and reporting on Capital Adequacy, Risk Diversification, Investment Policy)

**Manager of Corporate Credit Department**

Jul 2011 – Dec 2013

Key Responsibilities:

- Assigned by the board to co-manage the Corporate credit department and assist in the assessment and evaluation of performance and identify improvement needs
- Collaborate and coordinate with external consultants (KPMG) on assessing effectiveness of existing policies and procedures, MIS, and manage the implementation of decentralization, process improvement, processes and procedures, digitization, and capacity building & departmental reform plans as advised by the external consultant
- Help develop and implement BASEL II and III compliant Credit risk management approach (implementation of IBR approach) as well as the adoption of financial and non-financial analysis tools
- Key contributor to the development and implementation of credit portfolio assessment analysis and evaluation tools and systems

**Manager Advisory and Assurance Services****HB Accountancy Plus Limited, UK**

Apr 2008 – Jun 2011

Key Responsibilities:

- Implementation of IFRS9, financial accounting & reporting, forensic audit and fraud investigation/prevention advisory services
- Implementation and setup of various ERP systems, preparation of SOPs and internal audit

**Various positions in the UK, UAE, Egypt, and Yemen from 1995-2008: Finance Coordinator, Market Surveyor, Relationship Manager, Project Assistant, and Admin**

## PROJECTS & SPECIAL ASSIGNMENTS

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**Advisory Manager****Crowe Global, Yemen**

Sep 2019 - Present

*Managing a team of problem-solvers with extensive consulting and industry experience in Yemen and across the global network of Crowe's offices (especially in UAE, Oman, KSA, and India), helping our clients solve their complex business issues from strategy to execution.*

Service Focus:

- Financial Management
- Restructuring and Performance optimization
- Valuation services
- Banking risk and Banking performance consulting
- Governance and Succession planning
- Forensic audit, review, advisory

Industry Focus:

- Financial sector: Banking and Microfinance industry
- Privately-held businesses and business groups
- Manufacturing, wholesale and distribution
- Service industry and international trade
- NGOs and Non-Profit Organizations

**Project Manager**

**UNICEF's project: Market assessment to identify viable micro-business opportunities by ITMAM Consulting, Yemen**

Market assessment to identify viable micro-business opportunities for the poorest and marginalized population groups:

- Identify market opportunities and gaps for small and micro-business start-ups, highlighting any threats or opportunities related to business operations in the targeted areas
- Assess capacity gaps that the project beneficiaries should develop to successfully run and manage such micro-businesses
- Provide recommendations on Microfinance Institutions' (MFIs) requirements to provide loans to targeted beneficiaries

**Project Team Leader**

**UNOPS's Project: Yemen Emergency Electricity Access Project (YEEAP), by ITMAM Consulting, Yemen**

- Conduct technical standards and capacity assessment for the off-grid solar sector YEEAP project (partner MFIs and Distributors)

**Financial Sector Expert**

**The Yemen Microfinance Network, UNDP (Early Recovery Cluster)**

**In cooperation with the Social Fund for Development, The Ministry of Trade & Industry,**

**Ministry of Planning & International Cooperation, Yemen**

- Successfully contributed to the assessments of financial stability risks under the current armed conflict and their implications for the microfinance industry; assessments of the soundness of the country's financial systems and legal framework (including linkages to the macro-economy and effectiveness of financial regulations and supervisory oversight); and early identification, prevention, and mitigation of financial crises

**Banking & Financial Services Expert (BFSI)/Team Leader**

**Mareb Yemen Insurance Co. Y.S.C. (YIC), Yemen**

- Designing and developing new portfolio insurance products (Islamic and conventional credit portfolio insurance)
- Liaising with the reinsurer (CIS – UK) to propose and fine-tune technical aspects of the insurance product

**Senior Economic Advisor/Co-Organizer**

**The Economic Committee (Yemeni Gov.) & USAID,**

**In cooperation with The Development and Reconstruction program for Yemen**

**Central Bank of Yemen (CBY), Ministry of Trade & Industry Yemen**

**Field Observer & Coordinator of Technical Support Assessment**

**The Central Bank of Yemen (CBY), USAID,**

**The International Monetary Fund (IMF), Yemen**

**Economic Researcher**

**Sana's Center for Strategic Studies (SCSS), The Delegation of the European Union to Yemen (EU), Center for Applied Research in Partnership with the Orient (CARPO), Yemen**

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**PROFESSIONAL AFFILIATIONS & FREELANCE ACTIVITIES**

- **Yemen Banks Association (YBA)** Member of the Yemeni Banking Board (Representative of IBY)
- **Yemen Chamber of Commerce** Member of the Yemen Economic Media Forum (2012)
- **Yemen Microfinance Network (YMN)**
  - Founding member of the "Microfinance Emergency Committee (The Social Fund for Development)
  - Participant in the "Yemeni Microfinance Industry Reform workshop" (GIZ).
- **Start-up Weekend (Powered by Google)** Member of the board of judges
- **Writer & Researcher:** Sanaa Center for Strategic Studies, CARPO, National Yemen / Al-Thawra National Newspaper
- **Trainer (8 years):** USAID / LCI International / Int'l Bank of Yemen  
Financial literacy, accounting for micro-enterprises, budgeting, business planning (including start-ups and for expansion)

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**CERTIFICATIONS/TRAINING**

- **ACCA Business Valuation** – By the Association of Certified Chartered Accountants
- **CMA Certification** – By the institute of Management Accountants (Expected Aug 2020)
- **UiPath Advanced Certificate in Robotic Process Automation** (Expected Jun 2019)
- **PMP (Project Management Training)**
- **TOT (Training of Trainers)**
- **Financing for Development: Unlocking Investment Opportunities** – World Bank Group, Open Learning Campus
- **The Science and Practice of Sustainable Development** – The University of Queensland, Australia, Edx.org
- **FinTech and the Transformation in Financial Services** – Copenhagen Business School, Coursera

## PUBLICATIONS

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- Al-Shaibani, M. (May, 2020), “**Microfinance in Yemen: An Overview of Challenges and Opportunities**”, Center for Applied Research in Partnership with the Orient (CARPO)  
Download: [http://carpo-bonn.org/wp-content/uploads/2020/04/Rethinking\\_Yemens\\_Economy\\_No6.pdf](http://carpo-bonn.org/wp-content/uploads/2020/04/Rethinking_Yemens_Economy_No6.pdf)  
Website: <https://carpo-bonn.org/en/weitere/>
- منيف الشيباني (مايو 2020) "التمويل الاصغر في اليمن: نظرة عامة على التحديات والفرص", مركز البحوث التطبيقية بالشراكة مع الشرق: رابط التحميل: [http://carpo-bonn.org/wp-content/uploads/2020/04/Rethinking\\_Yemens\\_Economy\\_No6\\_Ar.pdf](http://carpo-bonn.org/wp-content/uploads/2020/04/Rethinking_Yemens_Economy_No6_Ar.pdf) الموقع: <https://carpo-bonn.org/en/weitere/>
- Al-Shaibani, M. (April, 2020), “**Rethinking Yemen's Economy – Microfinance in Yemen: An Overview of Challenges and Opportunities**”, Sanaa Center for Strategic Studies  
<https://sanaacenter.org/publications/main-publications/9808>
- منيف الشيباني (مايو 2020) "إعادة تصور الاقتصاد اليمني – التمويل الاصغر في اليمن: نظرة عامة على التحديات والفرص", مركز صنعاء للدراسات الاستراتيجية  
رابط التحميل: <https://sanaacenter.org/ar/publications-all/main-publications-ar/9814>
- Al-Shaibani, M. (2012), “**Cosmetic Management: The Art of exacerbating hardships**”, National Yemen  
<http://nationalyemen.com/2012/05/12/cosmetic-management-the-art-of-exacerbating-hardships/>

## OTHER

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**Proficient in Microsoft Office Applications** (Excel, Word, PowerPoint, Visio, MS Project, etc.)

**Strong command in a variety of specialized systems and programs:**

- Windows and Microsoft Office (Excel, Word, PowerPoint, MS Project, MS Access, Outlook, Visio, etc.)
- Power BI: Interactive Dashboards and Business Intelligence models
- Accounting and finance ERP (Sage, Tally, and Oracle based ERPs)
- A variety of Core banking systems (IBM AS/400 MIDAS Kapiti, Oracle Flexcube, TEMENOS T24, and Ma'een's Microfinance)
- IBM SPSS software platform for advanced statistical analysis
- UiPath Robotic Process Automation (RPA) platform with Machine Learning (ML) and AI capabilities – Finance and Accounting Automation

**Advanced knowledge in the development and use of a variety of analytical tools:**

- Data mining and analytics, Credit risk analysis, and Diagnostic analysis
- Continuous controls monitoring (CCM) for governance, risk and compliance (GRC)
- Corporate and Financial Modelling and Simulations, Probabilistic Scenario Analysis, Probabilistic analysis:

**Languages:** Proficient in Arabic and English; Advanced German; Basic Swahili

**Hobbies:** Scuba diving, Mountain climbing, Minimalist camping, Off-Road motoring, Travelling, and Kick-boxing