

# Zaki Raheem

## Director - Enterprise Development & Entrepreneurship

### Education

Master of Economic Development, Columbia University, School of International and Public Affairs (SIPA), Concentrations: Microfinance/Micro-enterprise Development, New York, New York, 2008

Fulbright Scholar, Researcher - microfinance commercialization, University of Philippines, Manila, Philippines, 2004

B.A., Political Science and Economics; Tufts University, Medford, Massachusetts, 2003;

Development Policy certificate, School for International Training (SIT) and University of Nairobi Institute for Development Studies (IDS), Nairobi, Kenya, 2001

IDEO U. Foundations in Design Thinking Certificate, 2018

### Languages

Danish (verbal fluency); Spanish (proficient); French (intermediate); Swahili (beginner); Somali (beginner)

Zaki Raheem is an enterprise development and entrepreneurship professional with 20 years of project design, research, training, mentoring, and advisory experience. He has engaged in extensive short-term consulting and long-term field work supporting entrepreneurs and small & growing businesses (SGBs) throughout Asia (*Afghanistan, Bangladesh, Kazakhstan, Myanmar, Philippines, Timor-Leste, Uzbekistan*), Africa (*Côte d'Ivoire, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Rwanda, Somalia / Somaliland, South Africa, Tanzania, Uganda, and Zimbabwe*), Latin America (*Guatemala, Guyana, Nicaragua, Panama and Trinidad & Tobago*), and North America (*TechStars Accelerator in Washington DC, accelerator design and support in Mexico City, Permian Basin, and Alberta & British Columbia*).

He is presently serving as a senior entrepreneurship advisor for Shell's global entrepreneurship program supporting the design, training curriculum development, mentorship, and angel/venture/impact investor engagement for 20 startup accelerator programs in Africa, Asia, Latin America and the Caribbean focused on cleantech, agribusiness and local content. He has led market studies and value chain assessments in over 20 countries in the agribusiness, energy, manufacturing, financial services, and tourism sectors that have informed donor-funded MSME project designs with USAID, DFID, World Bank, and IFC. In addition, he is one of DAI's senior in-house enterprise development and value chain trainers, frequently conducting Training-of-Trainers, developing enterprise development tools, and hosting workshops and boot camps with entrepreneurs and investors, and publishing widely on global best practices in SGB development including recent publications on: [Youth](#), [Women](#), [Frontier Markets](#), [Business Development Services](#), [MEL](#) and [Entrepreneurship Ecosystem Building](#).

Before joining DAI, he engaged in related enterprise development activities with Earth Institute's Millennium Cities Initiative, Chemonics, IRC, FINCA, AED, UNIDO, Plan International, CARE, Education Development Center, Practical Action, EcoVentures International (EVI), UN-Habitat, and Morgan Stanley Capital International (MSCI).

He is an Adjunct Professor for SIPA's Micro, Small and Medium Enterprise (MSME) Development class. He serves as a business advisor for entrepreneurs at the Kosmos Innovation Center in Ghana and the Guyana Accelerate-HER program; and as a technical lead for DAI's engagement with the Global Accelerator Network (GAN) and Aspen Network of Development Entrepreneurs (ANDE).

## Professional Experience

**DAI (June 2008-Present). Senior Manager – Enterprise Development & Entrepreneurship.** Provides project design, technical assistance, advisory services, training and management support to entrepreneurship, MSME and value chain development, and corporate social investment projects. *Selected DAI assignments include:*

**Technical Director, DAI Global Consultancy with Shell LiveWIRE**, (January 2019 – ongoing). Serving as Technical Director for Shell's flagship global entrepreneurship program that is implementing early stage startup business accelerator programs in 20 countries, with a focus on entrepreneurship in the cleantech, agtech and local content sectors, with an estimated 3,000 entrepreneurs graduating from boot camps annually. Mr. Raheem is leading the feasibility studies and co-design process to open new accelerator programs in North America, North Africa and Southeast Asia. He is providing ongoing technical support for accelerator program managers to redesign the training curriculum, entrepreneur mentorship programs and Investor Pitch Days for West Africa and Latin America regional accelerators.

**Senior SME Advisor, Kosmos Innovation Center (KIC), Ghana**, (November 2015 - ongoing). Serving as senior technical consultant for Kosmos Energy's flagship CSI program. Co-designed and facilitated the ICT4Ag business competition with local business incubator to invest seed capital for youth entrepreneurs. Led the design and implementation of the inaugural SME accelerator boot camp and mentorship program. Now in its fourth

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year, the award-winning CSI program, has trained over 300 startup youth entrepreneurs; and launched 8 startups with \$200,00 USD in seed funding, now reaching 10,000 farmers with agritech services. The business accelerator activity has linked 12 investment funds and SME banks to the first cohort of SMEs looking to close nearly \$3 million of debt and equity financing, to scale up to reach 50,000 Ghanaians by 2020. Mr. Raheem serves as a business advisor for both programs and is supporting Kosmos' External Affairs team with the global strategy to scale up the KIC model to other West Africa and Latin American markets.

**Technical Director, Accelerate-HER Women's Entrepreneurship Program, Guyana Centre for Local Business Development**, (August 2018 - ongoing). On behalf of Greater Guyana Initiative, DAI launched a first-of-its-kind women's entrepreneurship programme in Guyana that enables businesses to grow, diversify, and innovate through tailored training, one-on-one business advisory, mentorship, and a supportive environment for women entrepreneurs. Mr. Raheem led field team with entrepreneurial ecosystem mapping, accelerator design, fostering a Caribbean mentor network, curriculum development and training-of-trainers (TOT). Developed and delivered Pitch Course to prepare local entrepreneurs to effectively pitch their businesses to industry leaders at supplier forums, trade missions, and regional investor pitch events.

**Impact Investment Analyst; USAID Rwanda Nguriza Nshore Project** (July - ongoing 2018) Partnering with the ANDE and Bid Network investment advisors, conducted entrepreneurship ecosystem mapping and facilitated workshops with SMEs seeking debt and equity financing. Providing ongoing technical advisory support to the Ministry of Commerce to draft Rwanda's new Entrepreneurship Policy.

**Value Chain Specialist, USAID/Bangladesh Agriculture Value Chains Activity (AVC)** (Oct – Dec 2017). Designed and conducted a national evaluation assessing innovation capacity of SMEs in mangos, pulses, groundnuts, and floriculture value chains to scale up co-investments in preferred retailer models.

**Senior Advisor / Business Plan Evaluation Team, World Bank Business Catalytic Fund, Somalia.** (September 2016 – ongoing). Serving as a technical reviewer of concept notes and short-listed business plans of high growth SMEs; providing guidance to the Fund Manager on lessons learned from global challenge fund design in the region; providing technical guidance for field visits and due diligence.

**Workforce Development and Rural Youth Employment Consultant, USAID/Uganda**, (Jan – Feb 2015). Facilitated a series of rapid labor assessments in the Ugandan coffee, maize and beans value chains, focused on developing linkages for tech firms to expand value chain financing options, and buyer-supplier export networks.

**Private Sector Specialist/Deputy Program Manager, USAID/Partnership for Economic Growth, Hargeisa, Somaliland** (September 2011 – 2013). Designed and managed regional SME business challenge fund. Over 1000 entrepreneurs submitted business plans, 75 were placed in the project's investment pipeline for due diligence, and 25 received \$2 million of co-investments, leveraging more than \$5 million total including innovative startups in wind, solar, agribusiness, fisheries and light manufacturing. Designed and administered the Business Organizational Capacity Assessment Tool (BOCAT), which allowed businesses to assess their own corporate governance, staffing, financial management, and business operations.

**Value Chain Researcher, IFC / Indonesia** (October 2010 – February 2011). Conducted diagnostic study on the financial services needs for cocoa and coffee supply chain stakeholders.

**Adjunct Professor of Micro & Small Enterprise Development, Columbia University's School of International and Public Affairs (SIPA)** (2016 – ongoing). Designs curriculum, leads student workshops, and teaches graduate-level course on MSME Enterprise Development and Value Chain Analysis. Select classes include: Program Design; Social Entrepreneurship; The Value Chain Development Approach; MSME Financial Inclusion; and Performance Monitoring and Impact Evaluation.

**EcoVentures International (EVI), Timor-Leste** (Dec 2008 – Nov 2009).

**Enterprise Development Advisor.** Conducted entrepreneurship, microfinance, market assessment and value chain workshop ToTs. Developed business & financial literacy curriculum for 8-month work-readiness program.

**International Rescue Committee (IRC), Myanmar, Rwanda, Cote D'Ivoire, Uganda** (Nov 2007 – Feb 2010). **Market Development Consultant, Economic Recovery and Development (ERD) Unit.** Designed contingent enterprise grant and village savings and loan association (VSLA) programs. Conducted feasibility studies with EU investors to establish Ready-to-Use Therapeutic Foods (RUTF) agro-processing facilities. Designed market

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assessment toolkit for vocational training managers and youth entrepreneurs. Conducted toolkit trainings with IRC, UNICEF, Save the Children, EDC and AED global staff.

**UN Industrial Development Organization (UNIDO) / KPMG / Millennium Cities Initiative** (Nov - Dec 2008) **SME Investment Analyst, Blantyre, Malawi.** Analyzed infrastructure constraints and its impact on enterprise development for the *Investor's Guide to Blantyre*. Identified energy efficiency and renewable energy enterprises to be used as carbon offset projects.

**FINCA International** (May – August 2007)

**Microfinance Client Assessment Research Fellow, Guatemala.** Designed and conducted 6-week poverty assessment survey of 450 microfinance clients and presented findings to bank managers.

**Innovest Strategic Value Advisors** (*recently acquired by Morgan Stanley Capital International – MSCI*) (December 2005 – May 2007). **Analyst, New York, New York.** Engaged in fundamental investment research analyzing environmental, social and corporate governance (ESG) impacts on company profitability and stock performance. Drafted company profiles and investment ratings within key sectors with emerging market presence.

## SELECTED PUBLICATIONS

- [“5 Ways Entrepreneurship Ecosystems are Using Technology to Adapt to the Covid-19 Crisis.”](#) ANDE Notes from the Network. May, 2020.
- [“10 Trends Changing Entrepreneurship Ecosystems.”](#) DIGITAL@DAI Blog. October, 2019.
- [“Access for All: Building Inclusive Economic Systems.”](#) Contributing writer and reviewer for DAI book publication. December 2018.
- [“Capturing Systemic Change in Bangladesh.”](#) USAID MarketLinks & AgriLinks. September 2018.
- [“Design Guide for Engaging Youth in Food Systems and Global Food Security Strategy \(GFSS\).”](#) Lead Technical Reviewer for DAI. YouthPower Learning. USAID E3 Office. August 2017.
- [“Enterprise and Market Systems Development Standards – Chapter 3, Minimum Economic Recovery Standards Handbook, 3<sup>rd</sup> Edition.”](#) SEEP Network, 2017. Technical Working Group Member.
- [“The Partnership Fund: Entrepreneurial Spirit to Generate Growth, Jobs.”](#) DAI Newsletter. September 2014.
- [“Youth and Sustainable Livelihoods: Linking Vocational Training Programs to Market Opportunities in Northern Uganda.”](#) Market Assessment Toolkit and Users Guide. Women’s Refugee Commission. 2008.

## MEMBERSHIP OF PROFESSIONAL BODIES & SKILLS

- **MEMBERSHIP OF PROFESSIONAL BODIES:** Small Enterprise Education & Promotion Network (SEEP); DFID Markets in Crisis (MIC); Aspen Network of Development Entrepreneurs (ANDE); Global Accelerator Network (GAN); Emerging Market Private Equity Association (EMPEA)
- **LANGUAGE:** Danish (Verbal Fluency); Spanish (Proficient); French (Intermediate), Swahili & Somali (Beginner)

## EDUCATION

**Columbia University, School of International and Public Affairs (SIPA).** *Master of International Affairs, May 2008.* Functional Concentration: *Economic Development*

**Fulbright Scholar,** Manila, Philippines, 2003-2004. Recipient of year-long academic research grant to study Philippine microfinance commercialization

**Tufts University,** Medford, Massachusetts. *B.A., Political Science, May 2003; Minor in Economics*

## PROFESSIONAL BUSINESS TRAINING, MENTORING AND COACHING

- Accelerator Manager Training. Global Accelerator Network (GAN), Denver CO. February, 2020.
- Impact Investment Manager Training. Aspen Network of Development Entrepreneurs (ANDE). 2018
- Business Advisor, Techstars Startup Accelerator. Washington DC, 2018
- Lead trainer & coach, *Market Systems Accelerator* online platform for economic growth program managers
- IDEO U. Foundations in Design Thinking Certificate. 2018
- Chartered Financial Analyst (CFA), Level 1 (*coursework*). 2017
- Youth Employment Market Systems Training, Helvetas, BEAM Exchange, Zambia, May 2016
- Making Markets Work (M4P) Training Programme, Springfield Centre, Bangkok, Thailand, June 2015