

Curriculum Vitae

Education & Workforce Development | Program Management | TVET & Sustainability | Policy Reforms
 Valid & Transferrable Saudi Arabia Iqama (Residency) Available

1. **Family Name:** Mukhtar
2. **First Names:** Muhammad Arif
3. **Saudi Arabia Residency Number:** 2621295803
4. **Saudi Arabia Residency Status:** Valid & Transferable
5. **Availability:** Immediate
6. **Nationality:** Pakistani
7. **Place of Residence:** Al-Dawadmi, Riyadh Region, Saudi Arabia
8. **Professional Summary:**

Education program management expert with 15+ years of experience in educational projects for national TVET reforms, **Competency based curriculum design & implementation (CBT)**, training operations, training partner management and strategic public-private partnerships. **Led multi-million-euro projects with GIZ (German Development Agency), UNDP, and EU**, delivering competency-based, blended learning programs in multiple sectors. Strong experience with LMS implementation, ToT rollouts, and learning impact evaluation. Familiarity with **Saudi Vision 2030**, understanding of labor market trends in the Gulf region (**Takamol-Saudi skill verification programme**).

9. **Key Competencies:**

Program & Project Management (PMO, Strategy, Delivery)	Education & TVET Reform Workforce Development	Policy & Planning Curriculum & Training Design
Monitoring & Evaluation Tracer Studies Reporting	Quality Assurance Accreditation Compliance	Stakeholder & Government Relations (Public-Private Partnerships)
Budgeting & Resource Optimization (Programs worth > €10M)	Capacity Building	Leadership of Multi-Functional Teams
Industry engagement in training	Active Labour Market Studies	Managing accreditation & training certifications

10. **Membership of professional bodies:**

- Member of Pakistan **Engineering Council**

11. **Certifications:**



- Expert for competency-based training & assessment (CBTA) in TVET for National Vocational Qualifications Framework (NVQF)-GIZ
- **Green Competences** for Green Jobs, GIZ
- **Seeing through the eyes of business in TVET**; Academy for International Cooperation (AIZ), Germany
- Recognition of Prior Learning (TVET) – **ILO (International Labour Organisation)**
- **Approaches to private sector development**; Academy for International Cooperation (AIZ), Eschborn, GIZ head quarter, Germany
- Cooperation management with **“Capacity WORKS”**: GIZ’ strategic management model for sustainable development- GIZ (German Development Agency)
- **Generative AI** - Google
- Dialogue for Sustainability (Dfs) - GIZ
- TVET Workshop management - British Council
- **Learning Design Process – Atingi (e-learning portal)**
- Procurement Regulations & Accountability- Staff Training College, TEVTA
- Project Management Course from Management Professional Development Department (MPDD)
- ISO 14040/14044 **Life Cycle Assessments** Using LCA Software Tools- NCPC, Sri Lanka
- Data Protection & Information Security – GIZ

12. Specific experience in the region(s):

Country	Date from-To [mm/yyyy]
Australia, Germany, Ethiopia	January 2024 – To date (Remote)
Pakistan	March 2007 -To date

13. Professional experience (Selected):

Duration & Days	Location	Company	Position	Description
09/2022 - To date	Pakistan	Inclusive Consult	Self - Employed (Program Design & Implementation Consultant)	<p>Selected consultancy assignments (as individual expert) for international development cooperation projects funded by European Union (EU), UNDP, Governments of Germany include:</p> <ol style="list-style-type: none"> “Capstone Program Manager” for capacity Development of private sector stakeholders for industry engagement in education/TVET under GIZ’ TVET Sector Support Programme. Activities include web-based training (WBT), capacity development of TVET regulatory authorities, chambers of commerce & industry, employer & trade associations etc. Client Name: INTEGRATION (environment & energy) based in Graefenberg, Germany  Client Website: https://integration.org/environment-energy/ “Senior Research Expert” for Study on the Underlying Causes of Gender Inequality and Capacity Development on Gender Responsiveness in TVET teachers. Activities includes Qualitative & Quantitative Research work, FGDs, KIIs and survey for gender transformative approach (GTA) Client Name: management4education (m4edu) based in Germany, Frankfurt, Germany  Client Website: http://www.m4edu.pro “Training Management Expert” for complete training delivery (from curriculum development (e-learning content) to assessment & evaluation) for digital skills training including for Amazon Web Services (AWS), Graphic designing, SEO & Digital marketing, project was implemented by IBF International Consulting, Belgium Client Name: ibf International Consulting consortium based in Brussels, Belgium  with I-Consult Client Website: https://www.ibf.be/ “Training Needs Assessment Expert” to develop training plans and regional partnership strategy for UNDP’ project for Punjab Skills Development Fund (PSDF). Client Name: United Nations Development Programme (UNDP)  Project by PSDF Client Website: https://www.undp.org/ & https://www.psdf.org.pk/ “Team Lead” to develop 21 national training guides for industry owners, including business cases & tools for sustainable business practices, project was implemented by GIZ (German Development Cooperation Agency), topics included sustainability management systems, gender diversity etc., managed cross functional teams for social, environmental and economic sustainability domains. Client Name: Espire Consult based in Sharjah, UAE  & Pakistan  Client Website: https://espireconsult.ae/

<p>04/2017 – 09/2022</p>	<p>Pakistan</p>	<p>GIZ www.giz.de www.tvetreform.org.pk</p>	<p>Technical Advisor TVET</p>	<p>Project title: TVET Sector Support Programme (TVET SSP) Funded by: European Union, Governments of Germany & Norway  Project budget: Total project budget 66 million euros</p> <ol style="list-style-type: none"> 1. Developed and implemented large-scale TVET and workforce development programs, ensuring alignment with national strategies and donor priorities. 2. Led cross-functional teams and collaborated with ministries, training providers, and private sector partners to achieve education and employability goals. Interventions included: <ul style="list-style-type: none"> ✓ End to end planning & implementation on Competency Based Training & Assessment (CBT&A) – International best practice in VET ✓ 120 training partnerships between industry, government & academia ✓ 35 Work-Based Training (WBT) projects ✓ Community based TVET, Recognition of Prior Learning (RPL) ✓ 05 Industry led active Labour market studies ✓ Accreditation of 05 TVET institutes 3. Monitored program performance through KPIs, tracer studies, and M&E frameworks, prepared detailed progress reports for senior leadership and international donors. 4. Ensured compliance with international education standards, accreditation frameworks, and quality assurance processes. 5. Designed and rolled out curriculum reforms (digital skills, green skills, entrepreneurship) in line with Vision 2030 priorities. 6. Secured and managed funding exceeding €10 million, overseeing program budgeting, procurement, and resource utilization. 7. Facilitated “Special Assistant to Prime Minister (SAPM)” Government of Pakistan regarding development of gender & climate responsive “National TVET Employment Policy of Pakistan under Prime Minister’s Youth Programme”. Public, private & civil society stakeholders were engaged. Trainings programmes were developed for multiple sectors including for hospitality, construction, textiles, light engineering etc. Thematic areas included: <ul style="list-style-type: none"> ✓ Green Skills ✓ Digitalization ✓ Gender Mainstreaming
<p>06/2014 – 03/2017</p>	<p>Pakistan</p>	<p>GIZ www.giz.de</p>	<p>Training Advisor, Cooperative Vocational Training (CVT) & Green Skills- Germany Pakistan Training Initiative (GPATI)</p>	<p>Project Name: TVET Reform Support Programme (TVET RSP) Funded By: EU, Governments of Netherlands, Germany & Norway  Project Budget: Total project budget 63 million euros</p> <ol style="list-style-type: none"> 1. Established 03 TVET labs & workshops, procured TVET equipment & training services, designed lay out, managed consulting firms & sub-contractors ensuring the quality of their deliverables & training services as per government and donor requirements. 2. Built client relationships, identified new project opportunities, developed and managed 83 training partnerships between academia, industry and government authorities. 3. Delivered large-scale training and curriculum reform programs across public and private sector TVET institutions.

				<ol style="list-style-type: none"> 4. Worked with ministries, regulatory authorities, and academic bodies on modernization of 04 TVET institutes based on international best practice of German dual vocational training system. 5. Supervised team of 20 instructors, mentored and built cross departmental teams to execute training projects across different economic sectors including for customer services, hospitality, logistics & supply chain etc. 6. Sector studies for skills mapping, planned and executed activities for the sectoral studies for various economic sectors. 7. Conducted training needs assessment, labor market surveys in collaboration with partners including, government entities, schools, universities, industry, sector bodies etc. 8. Managed scoping missions, impact assessments of project interventions, tracer studies and evaluation missions from European Union, Governments of Germany & Norway etc. 9. Accreditation of educational TVET institutes for industry led strategic & operational management of TVET schools under 09 performance areas for accreditation including TVET leadership & staff development.
02/2011 – 06/2014	Pakistan	Technical Education & Vocational Training Authority (TVETA) - Government of Punjab, Pakistan www.tevta.punjab.gov.pk	Deputy Manager and Assistant Manager	<ol style="list-style-type: none"> 1. Supervised projects & planning department of TVET Service Centres wing; project proposal development, M&E and implementation to manage government's annual development plan worth PKR 3240 million (Including capital, recurring & non-recurring budgets). Modernization & rehabilitation of 15 existing and establishment of 02 new TVET colleges. 2. Supervised operations of 17 skills development centres, centres of excellence etc. in respective regions under partnerships from industry through the platform of "Centre's Advisory Boards (CABs)" for workforce readiness in 05 economic sectors. 3. Development of project proposals to secure funding with 1.5 million euros and subsequent implementation through partnership between GIZ & TEVTA through "Fund for Innovative Training scheme (FIT). 4. Planned and implemented development schemes, prepared PC-I proposals, and managed EU-funded innovative training projects. 5. Built institutional partnerships with private sector employers and international donors to enhance training relevance and job placement outcomes. 6. Coordinated accreditation and certification with national TVET bodies to ensure graduates met industry and labor market requirements.
03/2007 – 02/2011	Pakistan	Nishat Mills Ltd. www.nishatmills.com	Assistant Manager	<ol style="list-style-type: none"> 1. Supervised team comprising 09 departmental heads for to achieve company targets to increasing productivity. Devised tools and processes to implement organizational development strategy. 2. Capacity building for partnerships for industry academia linkages with universities & colleges for apprenticeships, on the job training, traineeship, internship etc. 3. In-house on the job training of departmental heads (TOT) to improve coordination among departmental teams for efficient use of machines to minimise the downtime, lean management etc. 4. Delivered trainings to maintain individual skills of team members to be up to date with latest production techniques, machine manuals, catalogues and production management concepts. E.g. <ul style="list-style-type: none"> ✓ Robotic machine operations, configurations for auto processing ✓ IoT for automatic operations etc.

14. Education:

Institution (Date from - to)	Degree(s) obtained:
Superior University, Pakistan [2009 – 2011]	MS HR Management
National Textile University, Pakistan [2002 – 2006]	B.Sc. Textile Engineering (Mechanical)

15. Language skills:

Language	Proficiency
English	Professional
Urdu	Professional
Arabic	Basic

16. IT Skills

- Proficient with MS Project
- Learning Management Systems (LMS) like Moodle, Atingi
- Data Analytics & Data Visualization
- Management Information Systems (MIS)
- Sustainability Life Cycle Assessment Software (SIMA Pro, Open LCA)
- SharePoint etc.