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PROFESSIONAL EXPERIENCE (Palestine, Jordan, Iraq, Egypt and Libya)

External Evaluation, Organizational Assessments and Diagnostic Studies

- **(2017) Strengthening of Police Structures Programme/GiZ:** Consultant to diagnose and analyse the existing training and performance appraisal structure at the PCP, specifically at the Human Resources and Training Departments, as well at the PCPS in Jericho. Besides the diagnosis study, the consultant shall provide recommendations on how the PCP shall establish a unified structure for training and selection processes.
 - **(2016) World Bank Group-Palestine Mission:** External Evaluator of the 5-year Program “Capacity Building for Palestinian Economic and Regulatory Institutions”. The World Bank has provided the PA with a technical assistance grant in the amount of US\$ 3.7 million to strengthen the capacities of the Palestinian Central Bureau of Statistics (PCBS), Palestinian Monetary Authority (PMA), Palestinian Pension Authority (PPA), and the Ministry of Finance (MOF). The Evaluation is conducted in accordance with the World Bank methodology and criteria.
 - **(2015) Third World Health Aid:** External Evaluator of the 5-years Youth Health Program implemented in Palestine by Health Promoting the role of the youth on defending the right to health program: the program aims at building the capacity of the youth on defending the right to health in cooperation with other CBOs in East Jerusalem, Bethlehem, and Hebron.
 - **(2015) International Federation of Human Rights (FIDH).** External Evaluator of the 1-year project to building the capacities of 3 Syrian local councils, established by citizens in the aftermath of the revolution, to enable them to provide basic municipal services to their citizens. The project focused creating a sustainable municipal model led by civilians with the possibility of replication across Syria. The evaluation is based on effectiveness, efficiency, sustainability, impact and cross-cutting themes.
 - **(2014) UN Women- Palestine Country Office:** National Monitoring and Evaluation Consultant to advise a monitoring and evaluation system for the national program titled “School Canteens Run by Women Organizations. The 5-year program, includes 165 women centers, is a tripartite partnership with implementation by Maan Development Center under the patronage of Ministry of Education with funding from the Norwegians Representative Office.
 - **(2013) NGOs Development Center (NDC):** Co-led the assignment to evaluate the adherence of selected Palestinian NGOs to the Palestinian Code of Conduct for the purposes of assessing the effectiveness of the Code Compliance Rating Tool (CCRT) and its impact on the NGOs work. The assignment included validating the self-rating results of 15 NGOs in the West Bank and provides recommendations for certification; the validating institution shall also develop capacity building plans for each of the NGO.
- (2014) GiZ- Palestine Office:** Responsible for developing the monitoring and evaluation system for the Palestinian Businesswomen Association “Asala Association”. The assignment focused on developing organizational performance indicators, reporting tools and templates, rules and responsibilities.
- **(2014) World Bank Group-Palestine Mission:** Mid-term review of the 3 year programme “Government Business Services Programme” implemented by Ministry of National Economy. Work included participatory evaluation approaches to assess progress, reformulate logical framework and advise courses of action.

- **(2013) United Nation Industrial Development Organization UNIDO:** National Evaluation Consultant as a team member of international team of evaluators to conduct final external evaluation of the stones and marbles sector development program funded by UNIDO.
- **(2013) European Commission/Edward Said Institute:** Lead the external evaluation of the construction of the national conservatory in Ramallah and Shafa'amro. Project included the provision of infrastructure and construction services.
- **(2013) Stars of Hope Society (SHS)/ UN Women:** Conducted a regional baseline survey of People with Disability political Participation. The research scope included Palestine, Egypt and Jordan.
- **(2012) Association of Women Work Committees:** In close consultation and cooperation with the implementing organization, AWCSW, and the funding organization, UN Women – Fund for Gender Equality, the main task was to provide technical support for the development of a framework for program implementation, i.e. a final program document for implementation of the Enhancing Palestinian Women's Participation in Public and Political Life Program, including undertaking quick assessments if needed, developing a robust logical frame work, annual work plans and a detailed final program budget.
- **(2012) Palestinian Vision:** Developed monitoring and evaluation system to be used on for the purposes of evaluating the output and impact of projects and programs implemented. Work included conducting needed assessment, system design and follow up.

Surveys, Data analysis and Research

- **(2017) Employability Social Impact Survey:** Team Leader of fielding a short survey using the “discreet choice experiment” method, which required approximately 50-150 sample points, both in the west bank and Gaza. Work includes developing the sample framework, fielding the survey and presenting conclusions.
- **(2017) Strengthening of Police Structures Programme:** M&E expert to work closely together with the police (Quality Assurance Department & Inspection Office) on analyzing the collected data and generating a final report. The M&E expert at this stage will train the police officers from respective departments on how to analyze raw data and make recommendations accordingly.
- **(2016) World Bank Mission- Mapping the Palestinian Entrepreneurial Ecosystem Survey:** Team leader of a detailed diagnostic and profiling of the entrepreneurship ecosystem in the West Bank and Gaza. This entailed establishing a baseline of the entrepreneurship ecosystem in advance of the deployment of the EE-MG through a field survey developed by the World Bank. The survey analyzed financing/investment dynamics in the ecosystem, along with jobs, which are key to the F4J series. The survey is also designed to map social dynamics between key ecosystem actors (SMEs, tech hubs, mentors, incubators, funds, government, etc.) and collect data on the geospatial aggregation of startups and ecosystem players.
- **(2014/2015) Citizens Attitudes towards Corruption Survey:** We were selected by Ani-Corruption Commission to come up with recommendations and mechanisms of action to enhance values of integrity and transparency in services of local authorities. This required in-depth analysis of reasons that prompt citizens to believe that local Authorities is unjust or corrupt in implementing of infrastructure projects and in granting of licenses for buildings and establishments. Based on results, mechanics of decision-making and implementation process regarding these two issues were analyzed, including analysis of rules and regulations, code of conduct, and procedures.

- **(2015) Electricity Distribution Companies Arrears Survey (PWC/World Bank):** We were responsible in fielding a citizen survey across 17 governorates in West Bank to survey the attitudes of citizens towards the services of electricity distribution companies. The results were incorporated into the electricity sector reform.
- **(2015) Union of Agricultural Work Committees (UWAC)/EC:** Conducting a survey of the livestock herders' economic conditions in C Area. The Survey was part of a larger economic analysis of Potential Development and Investment Opportunities in C Areas. The study aims categorically at integrating the economic perspective to analyze the impact of past interventions on improving the net benefits gained by farmers on micro level. Equally important to advise a set of potential interventions based on the contributions to national strategies and macroeconomic contribution of the sector.
- **(2015) GiZ- Palestine Office:** Responsible for conducting a survey of Corporate Social Responsibility practices among Palestinian Private Sector. The study was intended to be used in the strategic plan of the GiZ Palestine Office as a support for inclusion as a strategic objective for intervention in the years 2015-2018.
- **(2013) Reach Holding:** Conducted national level feasibility studies to explore the plausibility of manufacturing four key construction materials locally to compensate for the imported construction materials. Work included conducting national level survey, experts semi-structured interviews, focused group, primary data collection, analysis, investment recommendations and presentation.
- **(2012) Labour Market Survey in East Jerusalem:** Team leader to conduct a diagnostic research of East Jerusalem graduates challenges and recommendations. Work included conducting governorate –level survey, experts semi-structured interviews, focused group, primary data collection, analysis, intervention recommendations and presentation. The assignment was funded by the President Office and the report will be used as a tool for policy analysis and strategy development by Pal vision.
- **(2011) Business Woman Forum:** Conducted a national level survey of women-owned businesses challenges. Work included conducting national level survey, experts semi-structured interviews, focused group, primary data collection, analysis, investment recommendations and presentation. The assignment was funded by ICI.
- **(2011) Amaar Real Estate Company:** Conducted national level marketing research to explore the plausibility of seven investment opportunities across West Bank. Work included conducting national level survey, experts semi-structured interviews, focused group, primary data collection, analysis, investment recommendations and presentation.

Planning, Moderation, Facilitation

- **(2018) The British Consulate/ Chevening Scholarships:** Moderating a public workshop on Managing SMEs in Palestinian Economy. The workshop included presenting a 10-years timeline for Palestinian Entrepreneurs, including challenges, prospects and key milestones.
- **(2017) Local Government Reform Program, (GiZ):** Co-Moderating a two-day workshop on promoting City-to-City Cooperation between Palestinian and German Municipalities, in preparation of the visit of German delegation to Palestine. The Workshop included introduction to the history of Palestinian German City cooperation, modalities, and prospects.
- **(2017) Local Government Reform Program, (GiZ):** Moderating a two-day workshop on Learning Hubs initiative for municipalities managers and mayors to construct the modality for peer-peer learning approach

between Palestinian Municipalities. The workshop included electing the governing steering committee and developing a road map of actions in 2017.

- **(2017) DAN Church Aid- Palestine Office:** Strategic planning for the strategic period 2017-2020 for Palvision. Work included organizational assessment of the consortium, integrating visions of key stakeholders, socio-economic research of the disability sector needs and finally developing a 3-year strategic plan. The Plan used Theory of Change approach.
- **(2016) Local Government Reform Program, (GiZ):** Moderating a workshop to clear roles, responsibilities and processes between governmental spatial data collectors for parcel and building data including sharing the data in a digital form. The workshop were attended by technical staff of the Palestinian Land Authority (PLA); The General Directorate of Property Tax (GDPT) in the Ministry of Finance (MoF), the Palestinian Central Bureau of Statistics (PCBS), Land and Water Settlement commission (LWSC) and Local Government Units (LGUs).
- **(2016) United Nation Industrial Development Organization UNIDO:** Moderating 3 -days' strategic planning workshop for establishing a regional consortium for women entrepreneurship from 6 women national business associations, namely, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia.
- **(2015/2016) Civil Peace Service Program (GiZ):** Moderating 2-days workshop to develop fundraising strategies from private sector using corporate social responsibility. The workshop was attended by 6 partnering organizations from West Bank and Gaza.
- **(2014) GiZ- Palestine Office:** Strategic planning for the strategic period 2013-2015 for Palvision. Work included organizational assessment of the consortium, integrating visions of key stakeholders, socio-economic research of the disability sector needs and finally developing a 3-year strategic plan.
- **(2012) Stars of Hope Society (SHS):** Strategic planning for the strategic period 2013-2015. Work included organizational assessment of the consortium, integrating visions of key stakeholders, socio-economic research of the disability sector needs and finally developing a 3-year strategic plan.
- **(2012) Temporary International Presence in Hebron (TIPH):** Strategic planning for a community based center planned to be established in H2 area of Hebron by a consortium of NGO's in Hebron. Work included organizational assessment of the consortium, integrating visions of key stakeholders, socio-economic research of the area needs and finally developing a 3-year strategic plan.
- **(2012) Union of Palestinian Chambers of Commerce, GiZ:** Developed a three year strategic plan for the 13 Palestinian Commerce and Industrial Chamber. Scope of services included: external environment analysis, internal environment assessment, strategic planning guide, strategic plan, operational plan and financial plan.
- **(2012) Youth organization for the development of Community Youth in Palestine (PALVISION):** Conducted a study of the graduates and labor market in East Jerusalem. The study is intended as basis for programmes development targeting graduates in East Jerusalem.
- **(2011) Palestine Alimony Fund, GiZ:** Developed a three year strategic plan for the Palestinian Alimony Fund. Scope of services included: external environment analysis, internal environment assessment, strategic planning guide, strategic plan, operational plan and financial plan.

- **(2011) Economic and Social Development Center of Palestine (ESDC):** Developed a three year strategic plan for the Media Department. Scope of services included: external environment analysis, internal environment assessment, strategic planning guide, strategic plan, operational plan and financial plan.

Technical Assistance, Performance Improvement and Organizational Development to International and Local Development Organizations

- **(2015/2017) UnWomen, Business Women Forum and Palestinian Shippers Council.** A member of the strategic project to support the Palestinian women entrepreneurs through export promotion, products development and capacity building. The project is implemented through a tripartite partnership between the above partners.
- **(2014/2015) Japan International Cooperation Agency (JICA):** JICA has announced its investment acceleration initiative for Palestinian Companies to establish/relocate their business in Jericho Agricultural and Industrial Park. Accordingly we were assigned to study the cases of 35 applicants (field verification, marketing studies and feasibility analysis) and prepare the applicants files for approval by the joint committee (EC/JICA and MoE).
- **(2014) Union of Agricultural Work Committees (UWAC)/FAO:** Developing 5 business plans for agricultural companies used as a reference for operations, marketing and financial decisions in the next 3 years. The companies were established with the aim of promoting collective marketing and operations of 20 agricultural cooperatives across northern west bank.
- **(2014) Business Women Forum (BWF)/Oxfam:** Team leader assigned by BWF to the develop 17 marketing plans for 17 participating cooperatives, under the activities of the project "From Grooves to Market". The marketing plans focused on national and regional marketing channels along with supply chain analysis.
- **(2014) Fair trade Development Centre (FTDC)/Oxfam:** Team leader assigned by FTDC to build the develop 10 business, strategic and operational plans for 10 participating cooperatives, under the activities of the project "From Grooves to Market". The plans focused on standardising operations within each cooperative, along with establishing marketing and financial targets.
- **(2014) Union of Agricultural Work Committees (UWAC)/EC:** Developing a business plan for a chain of agricultural products outlets/store across West Bank to create marketing channels for selling co-operatives products.
- **(2014) DAN CHURCH AID (DCA):** Led the assignment to build the capacities of 8 Libyan partners (NGOs and CBOs) on NGOs management systems and financial management practices. Work included developing a unified administrative, human resources and financial manuals of policies and procedures, followed by coaching period and implementation assistance for each partner.
- **(2013) Business Women Forum (BWF):** Team leader assigned by BWF to build the capacities of 80 women entrepreneurs from West Bank cities on preparing business plans based on their concept ideas. The 80 business plans will be evaluated and ranked by an independent committee to qualify the best 10 business plans using pre-set criteria. Afterwards, we worked with the 10 candidates to refine their business plans and prepare them for the competition to select two winning business plans.

- **(2012-2013) Temporary International Presence in Hebron (TIPH):** A multidisciplinary assignment with three components including:
 - Restructuring the community relations and grants management functions within TIPH to ensure sustainable, participatory and visible impact.
 - Technical assistance to and capacity building to TIPH's partners (20-50 beneficiaries) in Hebron on project cycle management, results based management, project development, financial management and compliance. Work also includes increasing the capacity of the boards of directors and enhancing governance, motivation and accountability practices within.
 - Mid-term and final evaluations of projects and programmes
- **(2012-2013) UN Women:** Technical assistance and capacity building of 4 women's centers on management of small projects and financial and marketing skills and Establishing 6 income generating projects for the benefit of poor marginalized women, with relation to food production, cultural industries, tourism, credit and savings and agriculture in 4 cluster areas of the Jordan Valley. Work also includes increasing the capacity of the boards of women's associations within each target location to be responsible for mobilizing women within each community to assess, prioritize and advocate needs.
- **(2013) German Technical Cooperation (GIZ)/Palestine Alimony Fund:** I was assigned by GiZ to develop the organizational structure of the PMF and its human resources manual in order to enhance human potentials and high performance in the work related system of the fund, in addition to developing an archiving policy manual.
- **(2012) Dalal Foundation for Culture and Arts/Catholic Relief Services:** The objective of the consultancy is to assist Dalal Foundation in developing a sustainable monitoring, evaluation and reporting (M,E&R) manual to enhance its projects implementation and ensure alignment to the Foundation's mission, strategic goals and objectives. The manual will be used in later stage to manage these projects efficiently and effectively whilst at the same time act as a monitoring and evaluation system.
- **(2010/2011) CHF International – Loan Guarantee Fund:** Lead the accounting and financial management technical assistance and coaching to a group of 25 SMEs across West Bank and Gaza. The technical assistance component was directed to assist the SMEs to secure lending from local Palestinian Banks by providing the banks with sound historical and prospective financial statements that can be used by the bank, in decision making. On the other hand, the coaching component was geared toward identifying and recommending opportunities for improvement and building the capacity of the accounting and financial management functions. SMEs were monitored over a period of one year period to ensure the sound application of recommendations.
- **(2010) Oxfam UK:** Financial consultant and modeler to assess the income generating capabilities of micro-projects donated by Oxfam UK to economically empower a group of local Palestinian farmers across West Bank. Sectors targeted include fishing, sheep husbandry and poultry.
- **(2010) The French Consulate, Fund of Social Development:** Performed a governance and financial assessment of a direct grant to the local community based organization of Beit Liquia. Work also included coaching on accounting and financial management best practices in Non-Profit Organizations (NPOs).
- **(2010) Dalia Association:** Financial advisor to Dalia Association, a Belgian Community Foundation operating in Palestine. Tasks included: Building the financial, operational and administrative systems; constructing a grant Evaluation and Monitoring system; assisting in annual and programs budgeting; and monitoring over the

financial department. Financial management training and coaching were also conducted for the beneficiary CBO's staff.

- **(2010) Union of Agricultural Work Committees:** Financial modeling and pre-feasibility analysis for the purposes of establishing a grain mills company affiliated with the union. Work also included coaching on using financial analysis and modeling for decision making. Governance structuring of the profitable company under the Union (Not for Profit) was significant part of the assignment.
- **(2009) Association of Women Work Committees:** Performed institutional review to assess the operational and financial sustainability of the major programmes' and evaluate their impact. Scope included evaluating and commenting on the internal control environment, policies and procedures in terms of design and operating effectiveness, assessing the compliance with grantors' agreements, reviewing the relevant reporting systems.

Technical Assistance, Performance Improvement and Organizational Development to Governmental, Quasi-Governmental and Local Government Units

- **(2015) International Federation of Human Rights (FIDH).** Building the capacities of 3 Syrian local councils, established by citizens in the aftermath of the revolution, to enable them to provide basic municipal services to their citizens. Our efforts were focused around creating a sustainable municipal model led by civilians with the possibility of replication across Syria. Developmental areas addressed are:
 - basics on management and accounting
 - special focus on administration of public institutions
 - good governance
 - transparency
 - public communication strategies
 - local revenues management
- **(2013/2015) Municipal Development and Lending Fund:** Team member assigned to conduct the ranking and evaluation of 134 municipalities across West Bank and Gaza in accordance with the unified evaluation criteria developed by the MDLF for the purposes of grants allocation.
- **(2013) Municipal Development and Lending Fund** team member assigned to conduct organizational and physical assessment and organizational development of 28 Local Government Units (LGUs) across West Bank to prepare the process of merging and amalgamating those LGUs into a more efficient and effective Municipal Bodies. Following, comprehensive organizational structures, job descriptions and by-laws were developed.
- **(2009-2012) Municipal Development and Lending Fund:** Co-lead transforming the cash basis of accounting in municipalities in West Bank to accrual basis of accounting through a project implemented by Municipal Development Fund and funded by the World Bank. Work included assessing the current (As-Is) accounting policies, procedures and practices, gathering historical financial data to construct and support opening balances and preparing opening balance financial statements for 2009 in addition to the monitoring and reviewing of book keeping for the year 2009. The project also included a knowledge transfer component through training and coaching on accounting international standards, GAAS 34 and accounting best practices.
- **(2011) Municipal Development and Lending Fund (MDLF):** Prepared a budgeting manual that sets a detailed guidelines for small and medium sized municipalities to assist them in preparing their annual operational, enterprise and development and fiduciary budgets in accordance with applicable laws and regulations. The applicable accounting procedures were benchmarked to GASB 34, which was adopted by

Palestinian municipalities in 2008. This project is implemented by Municipal Development Fund and funded by the World Bank.

- **(2010/2011) The European Community:** *The distribution work stream manager and a member of a multi-disciplinary international team to provide a 3- year technical assistance to the reform and regulate the Palestinian Electricity Sector. The sector reform is categorized into four work streams; namely, regulatory, distribution, transmission and generation. Expected outputs include:*
 - *Organizational, financial, legal and operational capacity building of Palestine Energy Regulatory Council.*
 - *Restructuring of the electricity distribution companies (Operating in West Bank and Gaza) to ensure economic and sustainable functionality.*
 - *Establishment and capacity building of Palestine Electricity Transmission Company to consolidate the power purchasing and transmission in Palestine.*
 - *Developing the electricity generation master plan for Palestine.*

- **(2010) Gaza Electricity Distribution Company (GEDCO):** *Conducted an independent organizational evaluation of the financial position and organizational structures under the European Commission request to assess the potentials for extending financial and technical support to the company. Work included assessment of organizational efficiencies, governance structures and mechanisms, operational processes, reporting and functional flows, strategic planning processes and internal controls.*

- **(2006-2007) Examination of the Ministry of Finance treasury and payroll functions, in accordance with USAID Request for Quotation No. 294-2009-04:** *involved in the planning stage, in the documentation processes and sub processes, prepared work programs; performed test of controls, reviewed compliance with scope of work performed various substantive tests, analytical procedures, review of controls and review of compliance with agreement terms and related laws and regulations.*

- **(2007) General financial assessment of the budgeting and financial management systems and practices of the Palestinian Authority as administered by the Ministry of Finance (MOF) in accordance with USAID Request for Quotation No. 294-2008-06:** *involved in the planning stage, in the documentation processes and sub processes, prepared work programs; performed test of controls, reviewed compliance with scope of work performed various substantive tests, analytical procedures, review of controls and review of compliance with agreement terms and related laws and regulations.*

- **(2006-2007) Audit of the PEGASE Program of the European Commission (EC): Under this EC program we performed the following functions:**
 - *Providing an advice on payment report to the EC on payments against fuel costs to Gaza Power Plant,*
 - *Audit of Palestinian Authority payroll and accordingly advising the EC on direct payment to the Single Treasury Account (STA),*
 - *Audit of Ministry of Social Affairs beneficiaries list and accordingly advising the EC on payments to beneficiaries,*
 - *Audit of Ministry of Finance list of private sector arrears, and accordingly advising the EC on direct payment to the STA.*
 - *Identified and assessed controls procedures implemented by clients and advised recommendations.*
 - *Conducted client's background, industry position, market share, and financial statements analysis.*

- Analyzed and tested client's financial and operational cycles and documented internal systems used.

Training, Coaching and Instructional Design

- **(2013) International Youth Foundation (IYF)/MoE:** *A team of experts have been assigned to adapt IYF's flagship life skills curriculum, Passport to Success (PTS) to Palestine. PTS equips youth with a range of skills that help them acquire the education, professional skills, employment readiness and confidence they need to succeed in life and in the workplace. The PTS curriculum is based on experiential instructional methods, rather than traditional lecture-based styles of instruction, and utilizes a combination of interactive learning strategies to engage different types of learners and put students in charge of their own learning. The PTS training material (60 modules) covers four crucial life skills areas: personal development, problem solving, healthy lifestyles and workplace success.*
- **(2013) International Youth Foundation/MoE:** *A team of experts have been assigned to support the efforts of the MoE's Career Guidance Program utilizing the curricula and resources developed through the School to Career Project (StC) while considering the following priorities identified by MoE:*
 1. *Design and conduct an evaluation study regarding the piloted career education school curricula and the performance of the core trainers.*
 2. *Strengthen the skills of the current 15 core trainers by providing additional training or coaching*
 3. *Support the MoE in designing and implementing an M&E system that will monitor and access the outcomes of implementing the curricula and recommend the changes to the program in sub-sequent years.*
 4. *Train the approximately 33 MoE district office supervisors who will supervise the work of schools counselors and will implement the M&E system.*
- **(2011-2015) Palestine Banking Institute:** *more than 300 training hours of financial planning, feasibility studies, economic studies, investment analysis and business planning to banking sector professionals.*
- **(2013-2015) Palestinian Public Finance Institute:** *More than 100 training hours of financial analysis, investment a forecasting to governmental sector professionals.*
- **(2013-2015) Center of Continuing Education/Birzeit University:** *More than 500 training hours of entrepreneurship studies, financial modeling, and business strategies to private sector companies and professionals.*
- **(2011-2012) Institute of Community Partnership/Bethlehem University:** *More than 200 training hours of financial modeling and business analysis to private sector companies and professionals.*
- **More than 1000 training hour on** *project cycle management, strategic planning, fundraising, organizational development and international cooperation.*

Financial Management, External and Internal Audits, Due Diligence and Analysis

- **(2004-2011) Conducted external entity audit of Palestinian non-governmental organizations; to name few:**
 - *Al Haq Foundation 2006.*

- *Palestinian Agricultural Relief Committees 2006 and 2007.*
 - *Birzeit University 2004, 2005.*
 - *The Women’s Centre for Legal Aid and Counseling 2006, 2005, 2007.*
 - *Jerusalem Centre for Women 2004, 2005.*
 - *Tamer Institute for Community Education, 2004, 2005, 2006.*
 - *Hebron Rehabilitation Committee 2006.*
 - *Save the Children – US, 2007*
 - *Palestinian Vision, 2011.*
 - *Seeds of Peace, 2010.*
- *(2004-2011) Conducted external program audit of grants and awards to Palestinian non-governmental organization, to name few::*
 - *Development Alternatives, inc, Market Access Programme (MAP), a USAID funded project.*
 - *The Holy Family Hospital, USAID funded projects.*
 - *The Ministry of Finance, World Bank projects.*
 - *Palestinian Agricultural Relief Committees, an EC funded projects.*
 - *The Women’s Centre for Legal Aid and Counseling, SIDA funded projects.*
 - *Ministry of Education, NRC, 2011.*
- *(2004-2007) Conducted external entity audit of Palestinian commercial companies*
 - *The National Insurance Company 2007,*
 - *The National Beverages Company-Coca cola 2005),*
 - *Al Mashriq Insurance Company 2004, 2005.*
- ***(2009-2012) Municipal Development and Lending Fund:*** *Co-lead transforming the cash basis of accounting in municipalities in West Bank to accrual basis of accounting through a project implemented by Municipal Development Fund and funded by the World Bank. Work included assessing the current (As-Is) accounting policies, procedures and practices, gathering historical financial data to construct and support opening balances and preparing opening balance financial statements for 2009 in addition to the monitoring and reviewing of book keeping for the year 2009. The project also included a knowledge transfer component through training and coaching on accounting international standards, GAAS 34 and accounting best practices.*
- ***(2011) Municipal Development and Lending Fund (MDLF):*** *Prepared a budgeting manual that sets a detailed guidelines for small and medium sized municipalities to assist them in preparing their annual operational, enterprise and development and fiduciary budgets in accordance with applicable laws and regulations. The applicable accounting procedures were benchmarked to GASB 34, which was adopted by Palestinian municipalities in 2008. This project is implemented by Municipal Development Fund and funded by the World Bank.*
- ***(2010/2011) The European Community:*** *The distribution work stream manager and a member of a multi-disciplinary international team to provide a 3- year technical assistance to the reform and regulate the Palestinian Electricity Sector. The sector reform is categorized into four work streams; namely, regulatory, distribution, transmission and generation. Expected outputs include:*
 - *Organizational, financial, legal and operational capacity building of Palestine Energy Regulatory Council.*
 - *Restructuring of the electricity distribution companies (Operating in West Bank and Gaza) to ensure economic and sustainable functionality.*

- *Establishment and capacity building of Palestine Electricity Transmission Company to consolidate the power purchasing and transmission in Palestine.*
- *Developing the electricity generation master plan for Palestine.*
- **(2010) Gaza Electricity Distribution Company (GEDCO):** *Conducted an independent organizational evaluation of the financial position and organizational structures under the European Commission request to assess the potentials for extending financial and technical support to the company. Work included assessment of organizational efficiencies, governance structures and mechanisms, operational processes, reporting and functional flows, strategic planning processes and internal controls.*
- **(2011) Amaar Real Estate Company:** *Preparation of policies and procedures manuals for the Investment, Development, Procurement and Finance Departments. Process mapping, authority matrixes, functional, reporting and organizational structures were among areas developed.*
- **(2013) Business Women Forum (BWF):** *Feasibility studies trainer and, coach and referee of 80 business plans of concepts originated by women entrepreneurs from West Bank cities on preparing business plans based on their concept ideas. The 80 business plans were evaluated and ranked by an independent committee to qualify the best 10 business plans using pre-set criteria. Afterwards, we worked with the 10 candidates to refine their business plans and prepare them for the competition to select two winning business plans.*
- **(2012) Oxfam UK/Newfarm Marketing Company (NFC):** *Conducted organizational assessment, gap analysis and financial planning for the company in assisting Oxfam's UK decision makers in granting NFC a soft developmental loan.*
- **(2011) Al Jaleel Pharmaceuticals Company:** *Lead financial advisor to Al Jaleel Pharmaceuticals Company, the most recent addition to the Palestinian Pharmaceuticals industry. The company received various efforts from local and regional investors and capital ventures to enter into the capital structure of the company. The assignments tasks include financial, accounting, valuation and deal closure support to the company's management in its negotiations with the interested investors. .*
- **(2011) Valuation of MaanMix Satellite TV:** *Business valuation for incorporating the company's shares at the Ministry of Economy (Companies Controller). Work entailed assessing industry growth, industry structure, and indicative market share and historical performance. The income approach using discounted cash flow methodology whereby Basic financial statements were analyzed and 5 year projection were generated using an excel based financial model.*
- **(2011) Valuation of Wattan Satellite TV:** *Business valuation for introducing additional shareholder. Work entailed assessing industry growth, industry structure, and indicative market share and historical performance. The income approach using discounted cash flow methodology whereby Basic financial statements were analyzed and 5 year projection were generated using an excel based financial model.*
- **(2011) Global Insurance Company:** *Conducted a feasibility study to be used for strategic decision making by the board of directors for diversifying their business portfolio into real estate sector. Scope included a national level marketing research, strategic review, scenario analysis and opportunity seeking.*
- **(2009-2010) Palestine Energy and Natural Resources Authority:** *Member of a multi-disciplinary lead financial advisory team to assist PENRA in contracting with a private developer to build, own and operate a power plant in the Northern area of West Bank. Scope included:*

- Review of the energy sector strategy in Palestine
 - Feasibility study of the IPP including the location study.
 - Supporting PEA in negotiating the contractor.
 - Preparing the legal contracts and documentation.
 - Advising on the governance of the IPP including accounting and managerial functions.
- **(2009) Arduna Real Estate Company:** Co-led a benchmarking analysis for the commercial and retail real estate sector in Ramallah and Jerusalem. The study was intended to assist the company in its application for financing from OPEC. Scope included analyzing the sector's performance, legal regulation, competitive forces, rent and key money rates and current and prospective trends.
 - **(2009) The National Paper and Product Company:** Business valuation for introducing additional shareholder. Work entailed assessing industry growth, industry structure, and indicative market share and historical performance. The income approach using discounted cash flow methodology whereby Basic financial statements were analyzed and 5 year projection were generated using an excel based financial model.
 - **(2008/2009) Palestine Investment Fund:** Valuation of real estate holdings of including: Grand Park Hotel, Intercontinental Hotel - Jericho, and Intercontinental Hotel – Bethlehem, Convention Centre Bethlehem, Oasis Casino - Jericho, Trifitness Sport Club, Residential tower in Gaza and the land bank. Asset – based approach (liquidation approach) was used to value most of these mature holdings, whereby historical costs were adjusted with fair market values taking into consideration the quality of assets and liabilities included in the balance sheets.
 - **(2008/2009) Palestine Investment Fund:** Strategy plan and portfolio review to restructure/spin-off its real estate holdings under a holding company (Currently incorporated as “AMAR”). Work included producing a 90 - day road map to govern the restructure process. Portfolio review included analyzing the financial statements and performance of the relevant subsidiaries/holdings and recommending restructuring/changes to status quo.
 - **(2009) Bayti Real Estate Investment Company:** Feasibility study for Rawabi Planned Community. Work included conducting PESTLE analysis, competitive forces analysis, demand-supply assessment, marketing strategy review, infrastructure review, cost modeling and feasibility assessment using NPA, IRR and other indicators and finally generating sensitivity analysis around base case scenario.
 - **(2009) Target Securities Investment Company:** Financial and commercial due diligence of for negotiating a merger with other local brokerage firm. Tasks included assessing the company position within the industry, industry structure, evaluation of trading, financial and managerial processes; review the adequacy of governance and internal control policies and procedures; and conducting financial analysis for prospective decision making.
 - **(2008/2009) Palestine Investment Fund:** Business plan for for a pilot of 5 real estate projects across West Bank including: Al Reehan neighborhood, Al Irsal neighborhood, and 3 other residential projects in Qabatya, Jericho and Birzeit. Scope included a national level marketing research, strategic review and scenario analysis.
 - **(2008) Sinokrot International Group:** Business plan to establish a call centre in Palestine through partnerships with American Palestinian Entrepreneurs. The business plan was introduced to the USAID for funding.

EDUCATION

2007-2008 The University of Nottingham, United Kingdom

MA Finance and Investment.

2000-2004 Bethlehem Business School, Palestine
BA in Accounting and Business Administration.

EMPLOYMENT HISTORY

- 2011 – Ongoing – Director at Agility Management and Financial Consulting.
- 2007 – 2010 – Manager at PricewaterhouseCoopers – Advisory Services
- 2004-2006 – Senior auditor at Deloitte – Assurance Services

PERSONAL INFORMATION

- Date of Birth: 14th August, 1981.
- Marital Status – Married
- Languages – English and Arabic

Achievements

- 2015: Member of the American Evaluation Association, United States of America.
- 2016: Certified Management Consultant (CMC).
- 2017: Member of the Certification Committee of the Global Institute of Management Consultants.
- 2017: Board Member of the Palestinian Association of Palestinian Management Consulting Companies.