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M.A. in Economics

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Background and Experience Highlights

My professional life started as an economic researcher, specialized in policy oriented research at the Economic Policy Research Institute (MAS), during half decade I had to support the policy makers in developing the economy through providing detailed data analysis, regional and international best practices, monitoring economic and social fluctuations, identifying opportunities, priorities and bottlenecks, proposing policies and solutions to mitigate insufficiency in capacities, providing support and knowledge transfer, integrating priorities in governmental plan and SDGs, and setting up government priority research program. In addition, I was fortunate to experience developing and initiating various tools to accomplish these goals; for example an Economic and Social Monitor to track performance and gaps quarterly through providing data and detailed analysis, monthly Economic Bulletin to provide economic insights for international community and investors, round table discussions and coordination initiatives between stakeholders (Public, Private and Civil Society), and most importantly background papers pour into the national development plan and SDGs.

During mid-career life, I had the opportunity to work with and bolster governmental bodies from a different angle through implementing developmental programs under the United Nations; such as UNCTAD, UNW, FAO and ITC to meet SDGs, where programs concentrated on trade facilitation, women entrepreneurship, and economic empowerment under the umbrella of SDGs. Through these programs, I have designed and supported the government related parties; for example Ministry of National Economy, Ministry of Planning. The programs included capacity building, scope of work assessment and facilitation, rationing of inefficiency of processes, coordination and harmonization of various efforts, and policies and projects to integrate in the development plans to contribute to; government efficiency, best use of funds, and enhance their performance. However, the ultimate goal of these programs is economic development through business and private sector enhancement.

As development approaches are emerging, in parallel my experience evolved. Where classical development approaches were dropped and new approaches were demanded by governments, I started designing and implementing development programs based on Market Systems Approaches and Private Sector Engagement in Development, as I joint large development agencies; such as DAI, MEDA. In this phase I led the market systems analysis and development to identify business and investment opportunities, most impacting factors and sectors in the economy, and the most efficient methods of partnerships and investment for wider and effective economic benefits. Moreover, the sectors' knowledge gained from this phase was comprehensive; including for example renewal energy, tourism, food processing.

As a priority in the development world, SDGs and on the National Level, I acquired long experience in mainstreaming Gender, Youth, and Environment, either in the design phase of the projects and plans, or in the practical and implementation phases. Hence, integration of youth and women is one of my strong technical expertise, which I practiced on the policy, design, implementation levels; for example I led a

policy papers on policies to enhance youth and women entrepreneurship, practically integrated women and youth in the external trade sector were penetration in this sector was a challenge for them, planned women and youth integration in the tourism sector. In short, community integration in development is a key skill I grew practically. However, in the time being I'm preparing youth segmentation assessment and mapping of youth related services for Kuwaiti Youth to identify gaps and recommend best practices, for more integration of youth in all national aspects. This project is being implemented by UNDP – Kuwait in close coordination with the Ministry of State for Youth Affairs.

In the previous years of my professional life, and as a lead person for research initiative, projects and programs, I had the responsibility to lead the team and experts towards the intended goals. However, one main part of leading was (and remains) transferring knowledge to the team and experts, especially related to proposal writing, project development; design and planning, research skills and policy development, market systems analysis. For example; I lead the junior researcher program and trained them to graduate as junior researchers in economic and social fields, built the capacity of program team on new development approaches; such as Market Systems Analysis & Development approach, developed capacity of teams on proposal writing and conceptual initiatives. Though, I believe from my experience that coaching, mentoring and most importantly working with the colleagues was and remains the most efficient approach of capacity development.

I have long experience in monitoring the performance of the economy on the macro level, by identifying appropriate indicators, but also designed indicators and surveys to catch unavailable data; for example, I designed the Global Entrepreneurship Monitor national indicators and designed the questionnaires for surveys. In parallel, I have concrete experience in monitoring, evaluation, and learning (MEL) at projects level, where I designed indicators to reflect the impact of interventions, developed tracking methodology and tools, conducted monitoring and evaluation in the field, and developed evidence based documents for learning and amendments of the project and plans. Hereafter, as an economist I'm keen to know the results and impact on the economy, targeted sector or communities at large.

- Educational Combination: Studying B.A. in Accounting compiled with M.A. in Economics in the University of Jordan refined my educational and theoretical background to be comfortably capable of linking business analysis and feasibility with micro and macro economy analysis.
- WEE New Programmes: Led senior roles in development of new initiatives on women economic empowerment programmes, including programme design, implementation and M&E plan. E.x. One stop shop for women entrepreneurs, policy publications for women and youth MSME's, the Global Entrepreneurship Monitor (GEM).
- Senior and Advisory Positions in WEE: Held many senior level position in Women Economic Empowerment programmes; such as Programme Analyst at UN Women, Women Economic Empowerment Advisor in Trade Facilitation programme, Market Analyst at Arab Women Enterprise Fund.
- Policy Publications and Advocacy for Women and Economy: Led policy framework and advocated in fragmented and conflict markets on a high level (e.x. Ministers, Chairperson); for example; advocating to simplifying registration of women owned / home-based shops in the Ministry of National Economy (MoNE), with lower fees, fast process, and minimum requirements, which gives women access to internal and external markets.
- Development and Policy Oriented Research and National Knowledge Programmes: Conducted advanced policy and development research programmes, for instance; MSME's enabling environment and feasibility,

Entrepreneurship in the national level, Trade Facilitation development.

- Fragile Economy, Crisis and most Restricted Markets: Experience in crisis and fragile areas like area C, Gaza, and East Jerusalem. Furthermore, gained high skills in dealing with complex humanitarian framework, for example; I led technical and legal facilitation for shippers' trade for East Jerusalem and Gaza shippers.
- Market Systems, Market for Poor and Value Chain Analysis for Women: Considered as key expert on VC and market systems development for various sectors specialized in women led sectors, compiling M4P approach for many sectors such as; women heritage industries, dairy, traditional food processing, mobile market, food and agricultural export and import.
- Facilitation, Negotiation and Partnership: Excellent expertise in facilitation, mixture and multifaceted partnership, and negotiation skills with local authorities, private sector and NGOs, such as leading the negotiation with private ports in Israel, Greece, Jordan for the benefit of Palestinian shippers. In addition, led many negotiations with private companies to change behaviour to work with women, buy in fair prices, and build women capacity to produce higher quality products for the benefit of the company and women income and agency.
- Habitual and Long Practiced in Adaptive Management: In parallel with designing programmes and implementation plans or strategies, I usually consider multi scenarios and plan ahead, however, in crisis and fragile market context this is a need and not an addition, and programmes, interventions, and strategies should be re-visited periodically and tweaked upon evidence learning products.

PROFESSIONAL EXPERIENCE:

Youth Integration Consultant

United Nations Population Fund (UNFPA) & United Nations Development Program (UNDP) & Ministry of State of Youth Affairs & Youth Public Authority – Kuwait

Present

Review youth service venues in the country, identify any challenges facing them and their potentials, and provide a gap analysis report to ensure the mapping of different services and programs as well as initiatives provided by government, private sector and NGOs to ensure service cater to all youth segments. In addition, map out different stakeholders, including youth organizations and NGOs to ensure inclusion in the youth policy and all social population groups. Provide youth segmentation assessment report based on the youth segmentation survey, including recommendations / findings of segmentation, youth services relevant budgeting in a conclusion document which form a road map for more engagement of youth through identified entities in the country, and furnish the ground for policy alignment.

Deputy Project Director

Mennonite Economic Development Associates (MEDA)

2017 – 2018

Jordan Valley Links project (JVL), funded by Government of Canada (GAC) and Mennonite Economic

Development Association (MEDA), to support women and youth entrepreneurs in the Jordan Valley. The Deputy Project Director (DPD) is the Technical Lead for the value chain components of the Project. Responsible for leading and building capacity within the project team in technical value chain approaches to ensure effective implementation of market systems development strategies and project performance targets. Responsibilities include: building capacity of project staff and partners in value chain and market systems development approaches in the context of the project's specific sectors (food processing, clean technology and community-based tourism) including value for money and feasibility; serve as a liaison between MEDA and key facilitating partners, including financial institutions, local civil society organizations and private sector actors; provide support to the CPD in project staff recruitment and administration (where appropriate); effectively manage and mentor a team of technical specialists; successfully and positively cultivate relationships with external and internal stakeholders; and support the development of project performance tracking M&E/MIS systems. The DPD reports to the Country Project Director and work closely with MEDA's North America-based Senior Project Manager tasked to supervise this Project. (www.meda.org).

Lead Market Systems Analyst (LMA) / Market Systems and Value Chain Advisor

Arab Women Enterprise Fund (AWEF)

2016 – 2017

Arab Women Enterprise Fund (AWEF) AWEF aims to increase economic opportunities and well-being for 150,000 poor women in the region. AWEF will address the barriers and challenges that poor women face in markets enabling women to work, start and grow their businesses, and to increase their voice, choice and control of economic activities. AWEF builds women's economic empowerment through a market systems approach MSA. This approach is based upon understanding the barriers facing women in targeted markets and working with key stakeholders, including businesses and feasibility, government, service providers, and women, to make markets work for poor women M4P in Egypt, Jordan, and Palestine. The AWEF programme is funded by Department of International Development (DFID – UKaid) and the Islamic Development Bank (IDB), implemented by a consortium of 3 organisations: Development Alternatives Inc. (DAI) leads the consortium (www.dai.com), MarketShare Associates (MSA) (<http://marketshareassociates.com>), and Education for Employment (EFE) (www.efo.org).

Key achievements:

- Lead the developed of value chain and market systems analysis, to design sub-sector strategy, in the inception phase and build the programme implementation plan, M&E plan, and identified market actors to join for the benefit of poor women herders. Negotiated and partnered with private company to provide vet services and drugs for poor women herds in low prices, through employing lady agents. The intervention upgraded the position of women in the value chain, increase income and agency. In addition, change the social norms in regards to women working in this sector, and increased acceptance of women within their communities.
- Lead and facilitated market linkages between private sector and women cooperative to sell traditional food products in higher prices and in sustainable manner. Furthermore, women will be working closely with the company in marketing the product and plan for future expansion. The goal is increasing income of poor women, practical experience in marketing and planning, acknowledge women cooperative name,

increase access to external markets and agency by gaining negotiation skills, product marketing, confidence to deal directly with private companies, negotiate and partnership.

- Lead regional partnership with other countries and advised and co-worked overseas with programme colleagues and partners to set up the programme strategies, measurement plans and logframe.
- Co-lead on women access to Palestinian Standards Institute (PSI) services, to develop trade marks for their processing unit and products according to national standards, in parallel with building the capacity of poor women to meet the national requirements.
- Advised on women economic empowerment (income, agency and social) and market systems related to freelancing and payments linked to freelancing for women based workers, and how would this be negotiated with a national bank to provide easy system for women freelancers to receive their payments effortlessly, less risky and efficiently.

Duties and Responsibilities: The Lead Market Systems Analyst (LMA) will work in coordination with other technical team members to realize the targets set for AWEF, particularly the LMA will be responsible for designing and implementing AWEF's development of gender-responsive and women's empowerment focused market systems analyses and implementation tools for market systems facilitation – the Lead Market Systems Analyst will facilitate the team of Market Systems and Intervention Design specialists to coordinate their technical expertise and ensure effective management and high quality input against programme targets. In the Implementation phase, the Lead Market Systems Analyst will work directly with beneficiaries and MFIs to deliver the interventions in line with the AWEF logframe, support monitoring and results measurement, and contribute to the Learning Hub to maximize impact. As LMA the main duties and responsibilities are:

- Conduct Market Systems Analysis in selected market systems that address the critical constraints in the respective value chains and present strategic interventions based on detailed firm and value chain financial analysis and value propositions;
- Design Intervention Plans and Concept Notes at the culmination of each market systems analysis to address the priority constraints;
- Assist in the implementation of programme interventions in selected market systems according to the logical framework, and manage the full investment project cycle activities;
- Work in close collaboration with the Monitoring, Evaluation and Learning Manager and the Results Measurement Expert to collect and analyse data, including gender disaggregated data;
- Build and manage relationships with stakeholders, including local government, beneficiaries, and potential partners in the sector;
- Identify, contract and oversee the work of consultants, implementing partners and co-facilitators;
- Identify where capacity building is required by these partners, design and manage appropriate capacity building initiatives;
- Support in the development of the Programme Operations Manual and Market Selection report; assist in the development of the Inception Report;
- Coordinate with other programmes that are being implemented in the region – ensuring effective collaboration and efficiency of operations, collaboration of lessons learned and effective technical approaches;

- Take responsibility for own continuous professional development by proactively identifying and participating in formal/informal learning opportunities;
- Lead on the relationship with the MarketShare Associate (MSA) and their experts' team.
- Support the development of Market System approach for the country. In addition, facilitate the market systems selection for their country and deliver market selection report;
- Lead identification and implementation of interventions to ensure women's economic empowerment methodology is central to design and implementation;
- Work closely with Monitoring, Evaluation and Learning Manager to collect data for interventions and synthesize lessons learnt to contribute to the Learning Hub.

Programme Analyst / Women Economic Empowerment Advisor / M&E Mentor
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
2015 – 2016

The SDG Fund programme supports women-owned businesses. The women's unemployment rate is one of the highest in the region, and the entrepreneurship rate is amongst the lowest in the world. It focuses entirely on women-owned businesses, whether start-ups or existing ones, to enable them to increase their incomes and become self-sustaining. The first and only Sustainable Development Goals Fund (SDG-F) (www.sdgfund.org) Joint Programme (JP) in the region between FAO, ITC and UN Women (www.palestine.unwomen.org) as leading organization, implementing a programme titled "Creating a One-stop-shop for sustainable businesses" funded by Spanish Cooperation, European Union (EU) and the SDG-F. UN Women will work jointly with FAO and ITC in the oPt, in collaboration with governmental institutions (Ministry of National Economy MoNE, Ministry of Labour MoL, National Committee for Women Employment, Ministry of Women Affairs MoWA, Ministry of Agriculture MoA), local authorities, private sector, community based organizations and civil society at large. The programme relies on a participatory bottom-up approach to a) establish policies and practices for promoting and supporting MSME's, b) creation of a one-stop-shop and two business shops to support cultural and agricultural MSME's in developing and sustaining their feasible businesses. Consequently it is expected that by the end of the project the following outcomes will be achieved:

- Public and private sectors have enhanced policies and practices for inclusive socio-economic development of women owned/run MSME's and cooperatives.
- Increased access and competitiveness of women run MSME's and cooperatives' products in local, regional and international markets.

Key Achievements:

- Led the creation of a One Stop Shop (OSS) to sustainably provide services and capacity building for women who produce traditional products for efficient management and technical skills, and to meet standards and reach markets. The OSS will also represent women producers in local committees and ministries, therefore, I advocated to have easy access to Ministry of National Economy (Minister and Gender Unit) to facilitate women certifications and licensing. In addition to trade marks for their products and quality certificates.

- Led the creation of two women owned Business Shops to sell women handmade products (traditional and food processing) through coordinating and developing sustainable partnership with chambers of commerce, local authorities to facilitate the shops' needs. In addition I gave them the priority to sell in public and community based events and facilitated between the women Business Shops and women cooperative to sign agreements and buy products in fair prices.
- As part of the knowledge building and knowledge sharing I supported and advised the programme team (within three UN Agencies) and implementing partners to ensure the women economic empowerment side of the programme, work for the benefit of women on agency side and social aspects in parallel with economic aspect. Moreover, I made sure that the measurement and M&E tools are gender mainstreamed and catches the agency and social side achievements.
- Developed and maintained effective partnerships with the JP stakeholders such as the Ministry of National Economy, the Ministry of Labour, the National Committee for Women's Employment, the Ministry of Culture, Ministry of Agriculture, Ministry of Planning and Development, as well as national NGOs and CSOs working with the sector to ensure ownership and delivery of projects' results.
- Participated in sector and strategic meetings with (UNDAF, LACS, sector working group, humanitarian clusters) to advocate for women and economic empowerment for marginalized women specially in area C, East Jerusalem and Gaza. As a result of advising the sector working group and humanitarian clusters adopted an umbrella strategy to concentrate on women and youth on area C.

Programme Analyst manages and leads the implementation of the JP. The Analyst is in charge of comprehensive quality control, responsible for the overall management of the JP, including managing partnerships, and UN Women staff working on the JP (the M&E officer, the Programme Associate, and the Admin and Finance Assistant). The Analyst manages the coordination efforts through facilitating the JP Steering Committee; managing coordination between the partners, as well as overseeing the partners' staff members working on the JP. Furthermore, developing and following up on the comprehensive detailed action plan, in addition to acting as a liaison with the Steering Committee and the different agencies' managers and coordinators. The programme analyst is responsible of:

- Implementation and coordination of JP activities;
- Ensure that full synergies are developed in implementing the different JP components;
- Ensure that close cooperation and coordination is maintained with the donor, the National Steering committee and Programme Management Committee and the JP partners;
- Contribute to the implementation of the project activities, monitor, brief and guide the work of sub-contractor(s);
- Follow up on programme budget management and revision;
- Following up on the progress of each agency and defining the coming actions necessary to ensure the timely delivery of all JP components;
- Monitoring and Evaluation, reporting and knowledge management;
- Regularly review planned activities, results and outcomes and make necessary modifications when needed in response to any emerging circumstances;
- Provide clear direction and monitor performance of staff working on the projects based on specific benchmarks;

- Monitor potential and actual problems which could have a negative impact on the successful completion of the joint project, and help propose and elaborate appropriate solutions;
- Provide technical information and advice as needed;
- Provide support to the Economic Security and Rights programmes as required.
- Creating strategic partnerships, networking and resource mobilization;
- Monitoring and supervise the action plans of JP's implementing partners and provide relevant support avoiding time-gaps and bottle-necks;
- Supervise personnel assigned to the JP, hold regular JP staff meetings, support monthly planning of the work and regularly follow up on developments and challenges;
- Manage the JP's project resources and administration to ensure proper accountability for and utilization of allocated funds;
- Provide strategic inputs for JP implementation, policy development, partnership building and resource mobilization to inform decision making at the senior management level at UN Women.
- Visibility and communication, Supervise the development and implementation of the communications strategy of the JP;
- Draft programme related knowledge products for publication and dissemination;
- Support knowledge building and knowledge sharing including synthesis and dissemination of lessons learned and best practices within the scope of work of the JP.

Project Manager / Value Chain and Trade Facilitation Advisor / Senior Researcher / Learning and Training Advisor / Women in Trade Guide

United Nations Conference on Trade and Development (UNCTAD) APPU And the Palestinian Shippers' Council (PSC)

2012 - 2015

UNCTAD implemented a project titled "Capacity Development for Facilitating Palestinian Trade" funded by the Canadian Government - Department of Foreign Affairs for Trade and Development (DFATD). The project is implemented for the benefit of the Palestinian Shippers' Council, in close coordination with the Ministry of National Economy (MoNE). The Field Project Manager works in close coordination with the UNCTAD - APPU based in Geneva – Switzerland, representing the project in the West Bank and Gaza. The project aims at revitalizing and developing Palestinian trade through targeting the Palestinian overland and other transport routes and trade logistics chains' weakest links to ensure secure flow of Palestinian trade; and, helping Palestinian shippers address their skills and knowledge shortfalls, in a disrupted crisis context. The project aims at mainstreaming gender and environment during the implementation of the project and make sure that women are targeted as beneficiaries and have upgraded role in the value chain, maximising impact and more focus on women and environmental aspects of trade facilitation.

Key Achievements:

- Developed programmes' implementation plans, monitoring and evaluation strategy, mainstreaming gender and environment. Furthermore, integrated women in the export / import value chain and trade

facilitation sector through; integrating more women traders in the board of directors of the Palestinian Shippers' Council (PSC), facilitated join in for women in the training or trainers programme to make sure women are part of the knowledge transfer in this field. Moreover, encourages many of female trainers to establish their own companies as they already have the knowledge, which was real a success story for them, and they have their own successful businesses. Which means that women went to the highest level on this value chain.

- Advised on gender and environmental aspect economic side through the life of the programme, and combined appropriate indicators to explain the impact on gender in trade facilitation. As gender aspect was highly recognized; more women shippers joined the PSC as members of fellow members, and became strong advocates for their right in the shipping sector.
- Lead on partnerships between the PSC and national / international private sector parties; for example, linked the PSC many ports (Aqaba port, Ashdod port, Haifa port, Thessaloniki port) and signed memorandum of understanding to facilitate PSC members shipping through these ports. In parallel I managed to form a system to check up and follow on members' shipments in coordination with these ports, where members has the priority for clearance of their goods, which saved time and cost for them. Furthermore, I made sure that PSC members' will pay lower fees for these ports, as they have discount rates based on the size of the shipment.
- Advocated for PSC to be part of the trade facilitation aspects within the government ministries (Ministry of National Economy, Ministry of Transportation ...etc.), as a result, the PSC is part of the National Transportation Committee and had the right to review the new transportation law and provide technical and business feedback, which was indorsed by the government, also PSC became a representor in the Arab Transportation Union, and nominated for the TIR (Transports Internationaux Routiers, International Road Transport) membership. In addition, I lead the negotiation with ministry of national economy to include the PSC as part of the National Export Strategy and the National Export Council, and advised the board of directors on the main pillars and strength that PSC can add to these bodies.
- Lead linkages and business deals between the PSC and similar private organizations in other countries based on feasibility studies, for example; the Jordanian Logistics Association (JLA), The Association of the Mediterranean Chambers of Commerce and Industry (ASCAME). As a result, PSC gained preferential treatment from JLA members if they trade through Jordan, and became members of ASCAME, and as a start PSC represented Palestine in Mediterranean Logistics and Transport Forum and lead a mission including Ministry of National Economy and the Ministry of Transportation.
- Lead and advocated for a mission to Greece and Macedonia to study the transit arrangements between the two countries, and build policy framework for the Palestinian government to adopt and implement in the Palestinian context and Israel, also between the West Bank and Gaza. The initiative was endorsed by the prime minister office (PMO) and became part of their strategy and negotiation knowledge documents. Furthermore, I advocated for the endorsement of PMO for the first trade facilitation conference in Palestine and its' results, which was completely endorsed and opened the conference under the umbrella of prime minister personally.
- Advised the PSC BoDs members from Gaza on the trade facilitation and movement nationally and internationally, and linked them with embassies and movement coordination bodies to facilitate their movements, visas, and shipments. Also connected Gaza members directly with the borders authority and advocated for easy access and transportation of their goods. For sustainability, the borders authority

nominated a focal point to coordinate with the PSC.

Field Project Manager supports the day to day activities of the project. In charge of project management and advancing research initiatives, and to develop grant proposals. Responsibilities:

- Develop and oversee the implementation of detailed projects work plans;
- Supervise and administer project implementation and grant management;
- Ensure that activities are carried out in accordance to project timelines, objectives and budgets,
- Facilitate the identification of beneficiaries and partner organizations;
- Ensure that activities are mainstreaming both gender and environmental aspects, and goals are more gender focused;
- Plan and coordinate workshops' activities, monitor the implementation of all sub-contracts;
- Provide technical support to project staff, partners and consultants as necessary;
- Participate in impact monitoring processes in coordination with the PSC management and board of directors (BoDs);
- Provide high quality technical advice for PSC board of directors and management.
- Provide capacity building for the PSC team to insure efficient understanding of technical topics including; value chain analysis, monitoring and evaluation, proposal writing ...etc.
- Organize and coordinate for workshops, seminars, and needs assessments and evaluations for the projects;
- Provide support and input into related trade facilitation research, and value chain analysis;
- Coordinate the development of training materials, ensure that all donor branding and visibility requirements are fulfilled;
- Monitor project budgets and expenditures on a regular basis and propose adjustments as necessary to make sure of value for money (VfM);
- In coordination with the PSC Board of Directors and Management prepare project progress reports (financial and narrative) on a timely manner;
- Contribute to formulating required donor project reports (narrative and financial); share lessons learned and success stories in a disrupted crisis context;
- Build and provide evidence around savings for the members of the PSC, in parallel with sub- sector savings.
- Support in identifying M&E questions, update and modify M&E questions for efficient catch up of results and achievements.
- In coordination with the PSC Board of Directors and management, prepare policy and technical publications on topical trade facilitation issues produced by PSC staff;
- Commence and submit research studies, on minimizing the cost of trade through analysing the value chain in specific markets and commodities.

**Research Associate / Research and Policy Advisor / Global Entrepreneurship Monitor Coordinator
/ General Coordinator of Economic and Social Monitor / Young Economists Supervisor**

Palestine Economic Policy Research Institute (MAS)

2006 – 2009 and 2010 – 2012

Palestine Economic Policy Research Institute (MAS) (www.mas.ps), seeks to achieve its objectives include; Economic policy-oriented research and activities; Economic research and activities of strategic orientation; Monitoring of economic and social trends, analysis of key economic issues, and forecasting of economic indicators; Joint activities and cooperation with national and international organizations through seminars, workshops, conferences, lectures, research, and hosting researchers in the field of economic policy; Publishing reports, studies, and research findings; and Housing critical information resources to meet the needs of researchers. This work has been funded or supervised by various international agencies; e.x. World Bank, United Nations Development Programme (UNDP), Friedrich- Ebert-Stiftung (FIS), Arab Fund, International Development Research Centre (IDRC).

Key Achievements:

- Supervised and trained 12 young economists joining MAS theoretically and practically on data collection, research skills, literature review ...etc. to become researchers and market analysts. Many of these colleagues stayed at MAS, and the rest joined high level institutions; such as Palestine Monetary Authority (PMA), Palestine Investment Fund (PIF).
- Designed and lead the government priorities initiative programme, where MAS receive the government priorities of policy frameworks required, I follow up and advise on the best outline and methodology to conduct the research, and supervise it in many cases, for example; Policies to Enhance the Palestinian Cooperative Movement: Production, Consumption, Saving, which was conducted for the benefit of Ministry of Labour – Cooperation Department. As a result, the ministry changed their data and documentation for cooperatives, modified methods of monitoring and evaluation, facilitated women cooperative requirements, freeze the duplication of cooperative in terms of profession in the same geographical area, last but not least the minister changed the management team of the department.
- Lead identifying gaps toward youth entrepreneurship in a policy research to decrease high unemployment rates within youth, for the benefit of private sector stakeholders and international institution (PADICO, IYF, Universities, microfinance). The policy framework identified the gaps and roles of market actors related, and as a result the private sector asked for a periodical report to measure entrepreneurship in Palestine and its' indicators. Therefore, I held a senior role in building the programme of the Global Entrepreneurship Monitor – Country Report to monitor the impact of market actors (government, private sector and universities). In cooperation with private sector and the international NGOs, these policies were raised to the government to re-activate and enhance the Palestinian Fund for Employment and Social Protection (PFESP), consequently donors were invited to fund it, and Italian cooperation took lead on this.
- Held senior role in MAS conferences which is under the umbrella of the government and endorsed. One of the main conferences titled "The Unity of Palestinian Economy a Key for Ending the Occupation". My main role was guiding and reviewing the conference papers, ensure harmonization and follow up on the policies and recommendation. In regards to Gaza file, which is most restricted and crisis area I have managed Gaza papers and advised the researchers on the best way to analyze Gazan economy.
- Guided and supervised a policy framework in regards to area C including East Jerusalem. The framework

(requested by the Ministry of Social Affairs MoSA) included measuring the social and economic impact of separation wall on Palestinian villages, and the needs towards developing these villages to socially digest and develop their local economy. In addition, MoSA requested a follow up framework and detailed plan for specific villages “Mashariq villages” to highlight the social and economic needs, including and not limited to infrastructure, environment, main products produced and consumed. This framework has been integrated in to the Palestinian National Plan as part of the government plans to develop area C and East Jerusalem.

Internal positions and functions: General Monitoring Coordinator, GEM Coordinator, and Internship Supervisor

As a researcher the main responsibilities included economic and social data collection and analysis, as well as statistical analysis, research & report writing, conducting proposals for new projects and opening new opportunities of research, and programmes development. Provide high quality advice for the board of trustees and MAS management and research committees. Moreover, part of the responsibilities included proposing new topics for future issues in the Quarterly Monitor and the Global Entrepreneurship Monitor. Moreover, Monitoring and Evaluation (M&E) was essential for policy making, further to build evidence around the feasibility of such policies. Part of the responsibilities included coordinating activities of the Economic Monitoring Unit and proposing new topics for future issues. Furthermore, another part of the responsibilities is to supervise & build the capacity of new researchers (Young Economists).

Research & Work Related Activities:

Coordinator and Associate Researcher - Global Entrepreneurship Monitor (GEM). The Global Entrepreneurship Monitor is an international annual report; studies entrepreneurship in chosen countries (including Palestine) from all aspects (microfinance, marketing ...etc.) covering the analysis of value chain. Also this report comes in National level especially for Palestine. On the national level, a very rich survey is conducted annually to follow up on constrains / challenges and opportunities that faces entrepreneurs in Palestine and integration of resilience market systems; starting from microfinance to establishment to ...etc and it's' feasibility.

General Coordinator - “Economic & Social Monitor” (Volumes 8-15). The Economic and Social Monitor is one of the renowned sources for economic and social data and analysis in Palestine, it provides information for various stakeholders including government officials, private sector, investors, academics and researchers, to insure their engagement in economics issues, especially private sector engagement. The quarterly monitor contains the results of surveys, in addition to analysis of data regarding national accounts, labour market, prices ...etc. Furthermore, each issue also concentrates on 4 or 5 “hot” topics within Palestine and addresses them in topic boxes. Coordination of the Economic and Social monitor includes synchronization of data from several sources, mainly from the PCBS and PMA, as well as internal organization and management of the monitoring unit which includes preparing timetables, setting deadlines, and quality control. Moreover, coordination includes general supervision of the content and reviewing the different drafts before publishing the monitor. Also this position included training for new researcher.

Senior or Associate Researcher on “Policy Oriented Research targeting the Public Sector, Private Sector, None Governmental Organizations and Civil Society”.

More than ten studies where prepared by the Palestine Economic Policy Research Institute (MAS), these studies focused on Policies to Strengthen the Role of the Private Sector, create an economically- enabling and feasible business environment, and integration of resilience market systems. Although these are

policy oriented researches within emerging and disrupted context, however, it concentrated its' analysis on value chain constrains and opportunities, also included strong gender analysis.

In a highly dynamic systems change and during my work within the institute I participated in authoring and co-authoring a number of policy oriented research as illustrated below:

- *Policies to Enhance the Palestinian Cooperative Movement: Production, Consumption, Saving. - Separation Wall: Economic and Social Effects on Palestinian Villages.*
- *Mashariq Villages – Economic and Social Needs toward Development.*
- *Heritage Industries in Palestine: Challenges and Opportunities for MSME's.*
- *Female Entrepreneurship in Palestine: Main Aspects.*
- *Policies to Promote Good Corporate Governance (in line with OECD principles).*
- *Strengthening the Role of the Palestine Securities Exchange in Attracting Foreign Investment.*
- *Policies to Promote Entrepreneurship among Young People in the West Bank and Gaza Strip.*
- *Wages and Productivity in the Palestinian Industrial Sector (1996-2004).*
- *International Experiences in Supporting MSME's, Lessons for Palestine.*
- *Development Vision to Achieve Human Security in Palestine". UNDP Paper.*
- *Dynamics of the Palestinian Industrial Sector (1994-2004)". World Bank Paper.*

MAS Annual Conferences Throughout my working period at MAS I was technically involved in the annual conferences on the issues of "Unemployment", "Development of Economic Theory and Policy in Palestine" and "The Unity of Palestinian Economy a Key for Ending the Occupation". Duties included assisting in preparing the terms of reference for the research papers, reviewing the draft papers, as well as the responsibility of presenting reports on the different panels of the conference.

Senior Researcher and Local Market Consultant

Altai Consulting

2009 – 2010

Altai Consulting (www.altaiconsulting.com) is one of the leading boutique consultancies for emerging markets. Altai approach is combined with development market expertise. Under management consulting; Altai helps global and local firms grow in developing countries. In addition, under Public Policy; Altai supports aid and development programmes in the most fragile states. Acting as a senior researcher / consultant included below responsibilities:

Key Achievements:

- Market Research & Value Chain Analyses for Mobile Market: Lead market research and value chain analysis for mobile market in the Palestinian context, with concentration on most restricted geographical areas and fragile economy (mainly in area C and East Jerusalem). Furthermore, analyse the image and services of both companies (Jawwal & Wataniya) on the customers' eyes by using the chines portrait and other innovative tools. Main outcome of this process; is to concentrate on area C as the first service provider wasn't able to break through area C and East Jerusalem market. This is the key success for Wataniya to

advance in the market after 15 years of monopoly for this sector. Now Wataniya is one successful company, and main customers comes from villages and marginalized areas in area C and East Jerusalem. In addition, the research and analysis make available business and marketing plan for the company covering the first 5 years.

- Identifying New Opportunities and Feasibility: Advised and identified new business opportunities for the company; mobile banking for unbanked women and has limited access and mobility for urban areas to sell and market their products. Instead women will have the ability to transfer their goods to urban markets and gain revenue in sustainable manner. This initiative was adopted / bought by a mobile company for implementation with a local bank under supervision of Palestinian Monetary Authority (PMA). Furthermore, the value chain analysis explored new line of money transfers in the local market; retailers transfers between cities where mobility is an issue and very high cost, students in universities where families sent money on regular bases, and others.
- Market Analysis in Crisis Context: Lead market analysis for crisis context (Gaza), where the second mobile company is looking for Gaza market and maximize their market share, and build the business case to convince the investors to expand, while Gaza is one of the most restricted / conflict areas the plan was postponed for future economic stability situation.
- Programme Start up, M&E System and Team Capacity Building: Lead setting up the office and recruitment of the national team. Furthermore, identified gaps within the team and build their capacity in M&E, Admin and Finance, Research and field data collection. In addition, lead the inception phase, and programme start up, reflected in detailed plan and strategies of mobile market in a fragmented and emerged market. In parallel lead the M&E implementation; starting from the questions identification to reflect goals, capacity building for the recruited company to conduct M&E, ended by analysis of results and data / information testing and filtering to insure that indicators are complete, correct and clean (CCC).

Duties and Responsibilities: Research:

- Develop detailed research plans according to project proposal. - Carry out, coordinate, & supervise secondary research, coordinating secondary data collection from key statistics institutions.
- Conduct field interviews & key informant interviews for case studies & qualitative studies.
- Analyse value chain and identify constrains and opportunities in sub-sectors.
- Lead field research team.
- Compile & analyse data from the research team & qualitative studies. Report & Proposal writing:
- Prepare interim reports on project status for donors & clients update.
- Prepare draft & final reports for research projects.
- Prepare PowerPoint documents for presentation to clients.
- Support the drafting of proposals for new studies. Team management:
- Participate to recruitment process of new research staff.
- Manage research assistants for selected projects.
- Train team of interviewers from partners' research organizations.
- Participate in meetings with donors & clients.

- Identify new business opportunities & expand the company portfolio & support in programme development.

Main sectors targeted during my work at Altai is analysing value chains and integration of resilience market systems for: Microfinance and financial inclusion, Banking Sector, Public Finance, Social Affairs and Economics, Mobiles and Telecommunications.

Teaching & Research Assistant (TRA)

Department of Economics

University of Jordan

2004 – 2006

Duties and Responsibilities: Main responsibilities included assisting professors in conducting research on socioeconomic topics, mathematical and statistical exercises to provide evidence and impact of economic policies and modifications of procedures or specific markets and sub sectors' value chain analysis to identify constraints and feasible opportunities. In addition, as TRA, I assist professors in teaching activities and duties within the economics department in the university, including but not limited to coordinating lectures and lecturing on specific topics. Furthermore, assist on coming programme development within the economics department.

Accountant

DBSolution

2002 – 2004

Duties and Responsibilities: Main responsibilities as part of the financial and administrative department included preparing financial reports and statements, budgeting, and managing employees' pay roll and petty cash.

OTHER PUBLICATIONS:

“The Economic Situation in the West Bank and Gaza”. *This Week in Palestine Magazine*, Issue No. 126 October 2008. *“Corporate Governance in Palestine”*. *This Week in Palestine Magazine (in Arabic)*, Issue No. 126 October 2008.

“Key Economic Developments in the Palestinian Economy 2008”. *Economic Policy Magazine (in Arabic)*, Issue No.1 April 2009, PECDAR.

“Corporate Governance in Palestine, a Leading Role for Banks”. *Banks in Palestine Magazine (in Arabic)*, Issue No.35 May September 2008. *Banks Association in Palestine*.

“Palestine-Arab Trade, Laws and Agreements”. *Economic Reform Magazine (in Arabic)*, Issue No.22 April 2009, CIPE.

“If you have one Shekel, What would you do with it?”. *Falastinashabab Magazine (in Arabic)*, Issue No.53 May 2011, Jeel Publishing.

PROFESSIONAL AFFILIATIONS/ASSOCIATIONS /MEMBERSHIPS: -

Founding member and Board member at Tarweej Institute for Public Diplomacy (TARWEEJ). - Member, Palestine Economists Association (PEA). - Member, Youth Committee, Palestine Economists Association (PEA). - Board Member, Board of Directors, Policies & Development Studies Institute.

RELEVANT TRAINING: - Participant, Young Economist Training, Palestine Economic Policy Research Institute (MAS) and The Portland Trust, Ramallah, Palestine, July 2006. - Participant, SPSS training course, Universal Technical Institution (UTI), Ramallah, Palestine, March 2007. - Economic Monitor Editor (understudy), Palestine Economic Policy Research Institute (MAS), Ramallah, Palestine, June 2007. - Attendance, “Structural Changes, Real-Financial Integrations, and Development”, University of Pavia, Italy, June 2011.

EDUCATION:

➤ Master of Arts in Economics, University of Jordan, Amman-Jordan, 2004-2006.

Advanced Statistics Advanced Econometrics International Trade Economic Development Manpower Planning Macro and Micro Economics

Thesis: “The Role of Small and Median sized Projects in Economic Growth and Employment in Palestine“.

➤ Bachelor of Arts in Accounting, An-Najah University, Nablus-Palestine, 1997-2001.

Cost Accounting Corporate Accounting Financial Audit Public Accounting Financial Management Accounting Information System

LANGUAGES:

- Arabic (Mother Tongue).

- Fluent in English.

COMPUTER SKILLS:

- Microsoft Office Applications. - Proficient in statistical applications including SPSS and E-Views.