

## CURRICULUM VITAE

**Name:** : Rabih Zarif  
**Date of Birth:** : 1950  
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### Education :

Institution : Ecole des Hautes Etudes en Sciences Sociales – Paris (France)  
Date : 1983  
Degree obtained : Doctorat de 3<sup>ème</sup> cycle en Sciences Sociales

Institution : Lebanese University – Beirut (Lebanon)  
Date : 1980  
Degree obtained : MA in Social Sciences - major: Labor & Economy

### Languages: (Good=G, Fair=F, Poor=P)

	Reading	Speaking	Writing
English	G	G	G
French	G	G	G
Arabic	G	G	G

### Key Qualifications:

- Leadership
- Balanced professional judgment
- Decision-making built on evidence and measurement.
- Proven organizational and planning capabilities
- Problem-solving capabilities
- Strong analytical skills
- Strong communication skills
- Strong reporting skills

### Teaching Experience :

Date : Fall 2014 and still  
Institution : **Beirut Arab University**  
Location : Beirut and Debbieh campuses  
Description : Instructor of *Graduate Courses* and *Undergraduate Courses* at the Faculty of Humanities, and *Elective courses* at the Faculty of Science.

Date : 2011 – 2012  
Institution : **Jinan University**  
Location : Saida – Lebanon  
Description : Tutor of the following MBA courses:

- Leadership Behavior
- Motivation
- Managing Change.

Date : 2006 – 2007  
Institution : **Arab Open University**  
Location : Beirut – Lebanon  
Description : Tutor of the GR131 course:  
- *Local Development in Lebanon*

Date : 2000 – 2006  
Institution : **Lebanese University - Institute of Social Sciences**  
Location : Tripoli and Rabieh branches – Lebanon  
Description : Instructor of *Graduate Courses* and *Undergraduate Courses*

### **Other Academic Work:**

#### **i. At the Lebanese University/Rabieh.**

- Supervised and/or appraised more than 30 MBA theses.

#### **ii. At Jinan University/Tripoli**

- Supervised one MBA thesis.

- First reader and panel member for seven others MBA and three PhD theses.

### **Management Consultancy Experience:**

#### **i. Capacity Building and Change Management Projects**

Worked with the following companies:

##### **1) TEAM International, Beirut – Lebanon**

**Date** : 1998 – 2007 & 2009 – 2013

**Position** : Senior (Management) Consultant

#### **Projects executed:**

***Restructuring CDR: Organizational Structure – Council for Development and Reconstruction - Beirut (2000).*** This project involves reviewing the organizational structure and business plan of CDR to better assume its role in capital asset formation in Lebanon, and coordination of development funding and overseeing the execution arm of government's development programs.

***Strategic Planning Framework for Lebanese Ministries – Office of the Minister of State for Administrative Reform (OMSAR) (2012).*** The main objective of this project is to provide capacity-building and development of the strategic planning processes within the Lebanese public sector. The project included current state review, analysis of the findings, and comparison with international benchmarks, and proposing a comprehensive planning method compliant with the budgeting system.

***Policy and Strategy Study of Social Development Services Centers - Ministry of Social Affairs - Lebanon (2003).*** The study aimed at identifying the strength and weaknesses of these centers, evaluating their activities and services provision to local communities, and recommending proper improvements.

***Strategic Review of the Ministry of Works and Housing – Bahrain (2004-2005).*** The project encompasses organizational restructuring and strengthening the ministry's

functions, modernizing the projects' cycle (preparation, implementation and control), and improvement of the efficiency of project implementation.

***Administrative Development Plan - Ministry of Municipalities and Urban Planning – Bahrain (2011)***. The project involves restructuring the ministry and municipalities administrations, and aligning the Administration with the ministry's strategic plan so as to enhance their performance and service delivery efficiency. The work encompassed reviewing ministry's organizational structure, functional statements, job descriptions, various business processes and ministry's finance systems. It also covered HR related issues including HR requirements and policy, performance and appraisal systems, career path planning and competencies framework structure.

***Port Cities Development Program - Aden Administrative Modernization and Capacity Building – Yemen (2006-2007) – sponsored by The World Bank***. The project involves complex capacity building and change management activities and requires an integrated consulting and training approach as well as ensuring pre-requisite key success factors.

***Restructuring the Municipal sector in KSA – Ministry of Municipal and Rural Affairs – KSA (2013)***. ). The project involves current state review of the Amanats and municipalities, and proposing structural improvements aiming at enhancing their overall performance in development activities and service delivery. Deliverables included proposed models for restructuring Amanats and municipalities, and a manual covering job variations.

***Tourism Masterplan for Kurdistan – General Board for Tourism - Irbil (2012-2013)***. ). The project involves current state review of the tourism sector and the socio-economic background, analysis of finding and proposing a comprehensive tourism promotion strategy encompassing identification of the touristic sites, development of touristic investment policies, tourism legislations and regulations, marketing and tourism brands, touristic development initiatives, and tourism action plan.

***Strategic Review and Restructuring of the Arab Bank for Economic Development in Africa (BADEA) - Sudan (1999)***. The project involves analysis of BADEA's organizational structure, its vision, mission, objectives and activities, and developing a restructuring plan and a work strategy consistent with BADEA's raison d'être.

***Compensation and Benefits System Review for the Arab Bank for Economic Development in Africa (BADEA) - Sudan (2001)***. . The project involves a comprehensive reform of the staffing structure, HR appraisal system, and compensation and benefits system. Its ultimate goal is to render BADEA's job offerings more attractive to talents all over the Arab world.

***End-of-Service Benefits System Review for the Arab Bank for Economic Development in Africa (BADEA) – Sudan (2001)***. This project is the part 2 of the HR reform vision involving polishing further staff's benefits to make it much more appealing to Arab talents.

***Organizational Restructuring and HR Promotion Policy for Dar Al Ajaza Al Islamia for the Elderly Hospital – Lebanon (2005)***. The project involves administrative reorganization of the hospital, and a factual approach to the imperative needs of the staff. Deliverables included a plan for institutional restructuring involving organizational re-engineering, reviewing the functional statements of the work units and relevant job descriptions, and an in-depth review of HR compensation

and benefits system, and proposing a SMART grading system and a rewarding salary scale.

***Administrative Development Plan for Beirut Arab University (BAU) – Lebanon (2004).*** The project involves reviewing BAU's organizational structure and administrative strategy including vision, mission, internal and external environments, assessing its role in the local community, and identifying key stakeholders and stressing their requirements, proposing improvements aiming at increasing its overall administrative performance, and developing a strategic outlook for the university involving market orientation and aiming at increasing its attractiveness to potential students.

## 2) **Individual Consulting Assignments (at Freelance)**

***Restructuring Plan for the General Directorate of the Local Administrations and Councils (GDLAC) - Ministry of Interior and Municipalities – Beirut (2005-2006),*** sponsored by the *World Bank*. The study involves assessment of present situation of GDLAC, reviewing the *municipal law* and relevant decrees, GDLAC's relations with municipalities and with the *Independent Municipal Fund (IMF)*, proposing an organizational restructuring plan in line with its mandate, municipal development needs and challenges, and proposing a draft T.o.R. document for studying and restructuring of the IMF.

***Benevolent Work at the Lebanese Social Movement (LSM), Historic review and Lessons learned – Beyrouth (2007).***

***Feasibility Study for an Investment Holding Company - Uzbekistan - (2004)*** (sponsored by the *Islamic Development Bank*).

***Economic and Social Impact Assessment of the Urban Transport Project for Greater Beirut - Council for Development and Reconstruction (CDR) – Beirut (2003),*** sponsored by the *World Bank*.

***Establish the Organizational Structure of AL MUSTAKBAL Newspaper - Beirut (1999),*** including functional statements and job descriptions for its departments, a proposed salary scale and initial capital fund together with an estimated operations budget for the 1st operating year.

***Redesign the Head Quarters and Central Units Structure for Al-Makassed Islamic Philanthropic Association – Beirut (1999).*** The project included the creation of a legal counselor office in the Head Quarters and defining its mandate.

***Review the Lebanese Administration Staffing and Promotion Law - Legislative Decree No. 112 (12/6/1959) – Office of the Minister of State for Administrative Reform (OMSAR) – 2005.*** The assignment aimed at reforming the staffing and promotion procedures applied by the Lebanese Administration in collaboration with representatives of the *Civil Service Council* and the *Central Inspection*.

## 3) **Cham Holding, Damascus - Syria**

**Date** : 2007-2008

**Position** : Management and Strategy Consultant

**Project executed :**

***Corporate Building and Strategic Development*** involving:

- Producing charters for the Board and its committees
- Designing organizational structure for parent company and subsidiaries.
- Drafting functional statements of the central departments and SBUs.
- Drafting job descriptions for all key positions in the parent company.
- Proposing a draft business strategy framework for the years 2008-2015 with clear strategic directives.

#### **4) Beydoun Fire and Security S.A.R.L. – Beirut/Lebanon**

**Date** : 2009-2010

**Position** : GM's Advisor

**Duties** : *Corporate Restructuring and Business Development* involving:

- Strategic planning and budgeting, setting business objectives, aligning resources with preset objectives, cascading down the corporate strategy to the departments, and developing metrics to measure progress realized including KPIs, milestones and historic benchmarks.
- Organizational restructuring including reviewing work processes and functional statements of the organizational units (engineering divisions, finance, promotion and sales, administrative department, workshops and warehouse, etc.), policies and procedures and job descriptions for the entire company.
- Sales strategy based on result-driven approach.
- HR Strategy encompassing policies, processes, procedures, salary scale, compensation and incentive schemes, performance appraisals, training needs forms).

#### **Conventional Banking Experience:**

Date : 1989 – 1996  
 Bank : ADCOM Bank SAL  
 Location : Lebanon  
 Position : Manager - Corporate Administration

Date : 1985-1989  
 Bank : Jammal Trust Bank SAL  
 Location : Lebanon  
 Position : Branches Manager and interim Financial Manager

Date : 1969-1984  
 Bank : Société Générale Libano-Européenne de Banque SAL  
 Location : Lebanon  
 Position : Branch Manager

#### **Publications**

- *Economic and Social Policies in Lebanon and Various Development Experiences*, in Arabic, GR131 course book written in collaboration with Dr. Ibrahim Maroun and Dr. Ahmad Baalbaki, (380 pages), published in Beirut by the Arab Open University (Oct. 2005).
- *Quality Indicators for Services Provided by Lebanese NGOs*, in Arabic, published in Beirut in the review of the “Lebanese Association for Sociology”
- *Benevolent Work at the Lebanese Social Movement (LSM), Historic review and Lessons learned*, in Arabic and French, written in collaboration with Dr. Chafic Cheaib, published in Beirut by the LSM (2007).

- *The South Korean Experience in School-based Management*, in Arabic, white paper presented to the Third Arab Conference for Schools, Beirut (13/07/2004 - 15/07/2004).
- *Schools for the Future: Transformation through Extraordinary Leadership*, in Arabic, white paper presented to the Third Arab Conference for Schools, Beirut (13/07/2004 - 15/07/2004).

### **Unpublished Studies and Reports**

- *Small and Micro credits in Lebanon: services provided, credit's providers and provision terms.*(in Arabic)
- *Support to deprived people: assessment of the socio-economic status of poor Lebanese families and evaluation of the efficacy of income generation programs in effect. (in Arabic)*
- *In-house reports* for various consultancy projects.