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Citizenship	Canadian/Jordanian
D.O.B(m/d/y)	11/07/54
Place of Birth:	Amman – Jordan
Social Status:	Married – 2 sons + one daughter

## Mona Salim Bseiso Professional Profile

### I. Academic Qualifications:

MSC. Investment Promotion & Economic Development (IPED),  
Edinburgh Napier University, Scotland, online  
September 2009 - March, 2013

Graduate Certificate in Change Leadership Management  
e-Cornell University  
USA, March, 2008

Graduate Certificate in Entrepreneurship  
Capella University (accredited on-line university)  
Minneapolis, USA, June, 2003

M.A. Economics  
Carleton University, Ottawa, Canada  
June, 1993

B.A. Economics  
American University in Cairo(AUC)  
Cairo, Egypt, March, 1977

High School (Tawjihi)- Science Section  
(Ranked the First, average 93.1%)  
Kuwait, Kuwait, June, 1971

## II. Practical Experience:

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*July, 2013- present time*

***Economic Consultant/ Investment Promotion,  
DG Technical Office  
Kuwait Direct Investment Promotion (KDIPA).***

- Continue conducting for KDIPA the same tasks performed for KFIB, which transferred its business to KDIPA by law.
- Assist in managing the transformation stage from KFIB to KDIPA, and then the foundation stage, taking part in all the needed requirements to complete the establishment phase of KDIPA.
- Lead efforts to prepare KDIPA's first interim strategic plan (2015-2018), identifying vision, mission, strategic directions, action plan with work priorities, expected deliverables, and KPIs.
- Handle issues pertaining to advocacy of Kuwait doing business climate as a Member of the Permanent Committee for Streamlining Business Environment in Kuwait, established by Council of Ministers resolution under KDIPA Director General leadership.
- Support launching KDIPA's national project to enhance Kuwait's competitiveness in cooperation with KISR, under the development plan.
- Engage in various ad-hoc teams to develop and plan investment promotion capabilities of KDIPA staff especially new employees and with focus on "social business", and sustainability in investment.
- Lead efforts to prepare quarterly and annual reports for KDIPA achievements attained.
- Develop Kuwait's Unique Value Proposition (for branding and image building promotional activities) based on its attributes and features of the investment climate with continuous updates to reflect evolving economic, social, and legislative developments.
- Detect and analyze Kuwait's commitment to MDGs (2000-2015) and now for SDGs (2015-2030), WTO, and COP21, among other international commitments within UN system and IMF/World Bank Group.
- Handle as needed relations with various consulting firms, and prominent international media, including MOUS, answering questions, preparing presentations, and speeches.
- Member of the Offset Review Committee, which is established by a decision of KDIPA Director general to provide a vision for Kuwait Offset program, which is transferred to KDIPA from the National Offset Company (NOC), which was managing it on behalf of the Ministry of Finance.
- Develop a scheme to ensure integrating thriving local SMEs within global value chains (GVCs) of multinational corporations that KDIPA license through Law NO.116/2013.
- Contribute to, enhancing entrepreneurship and innovation initiatives, along with other stakeholders.
- Raise awareness on KDIPA's developmental, promotional, procedural, and advocacy roles as the country's IPA.

***December, 2010- June, 2013***

***Economic Consultant/ Investment  
Promotion,  
Kuwait Foreign Investment Bureau  
(KFIB).***

- Facilitate development of vision, mission, strategy, & strategic directions for KFIB.
- Facilitate understanding of investment promotion industry and its developments within the staff ranks.
- Provide overview analysis on recent developments in FDI on international and regional levels.
- Participate in building capacity for KFIB teams that conduct the Government work program under the current Development Plan.
- Provide in-house orientation programs on FD 101, investment promotion, investment climate attributes, USP, understanding and analysis of key international indices.
- Follow up achievements and progress for policy making purposes.
- Develop KFIB marketing and social media strategies.
- Coordinate with various consulting firms performing projects to enhance benefits accrued to KFIB from this engagement.
- Prepare media material for KFIB in coordination with concerned sections.
- Prepare presentations to the High level investment committee and top management on KFIB achievements.
- Project coordinator with PMO executive office teams till it was concluded.
- provides advice and feedback as requested on various issues and topics.
- Supports building competitive intelligence to support the research team capacity in providing information.
- Engage in various events and functions to continuously learn best practices and apply to daily work of KFIB.
- Developed Bureau's Roster of Experts composed from international IP experts attained through personal professional networks.
- Develops KPIs for the Bureau based on tasks and core functions.
- Continuously develop work procedures to assess economic & social impact of FDI into Kuwait.
- Empowering national staff to perform professional investment promotion practices and best customer service oriented facilitation.
- Supported the establishment of and the assessment of the Investors Services Centre and the airport branch of the Bureau.
- Co-developed KFIB (and now KDIPA) website, and initiates an in-house content curation function of its social media.

**November, 2006 – October, 2010**

**Business Development Consultant,  
General Manager Office,  
National Offset Company (NOC)  
Kuwait**

- Assumed consultant's role in all aspects of business development and in enhancing the operational synergy for the newly established government owned company.
- Studied and reviewed regularly the investment climate in Kuwait (SWOT analysis of Kuwaiti economy), and impact of regional and international economic developments.
- Identified, analyzed, and compared Kuwait position and rank in international indices especially World Bank Ease of Doing Business Index, Heritage Foundation Economic Freedom Index, WEF Competitiveness Index, TI Corruption Perception Index, UNDP/ HDI, Environmental Suitability Index, etc.
- Defined priorities for Kuwait Offset Program, in light of the GOK national development plans, and strategic positioning schemes.
- Assumed coordinator role for the company's first 3-year Business Plan, and was the coordinator of the 15-month internal Capacity Development Project "*Farasha*" with an international offset consulting firm.
- Formulated the company Market Strategy based on the first Business Plan strategy, and proposed the first annual marketing & Promotional Plan and method of achievement, and assist in supervising its implementation.
- Reviewed the Offset program Guidelines and coordinated the received feedback with others involved, and provided timely recommendations.
- Prepared the NOC plan to establish a database for business and investment opportunities in Kuwait, based on feedback reflecting actual needs of the GOK, the private sector, as well as the civil society (NGOs).
- Conducted studies on relevant issues like: emerging trends in offset industry, impact of Offset program on local economy, comparative analysis of Kuwait Offset program to other Offset programs, etc.
- Formulated coordination mechanisms between NOC and Kuwait FDI Bureau, and between NOC and other private (consulting firms) regional (Gulf Joint Offset Committee), and international organizations (the World Bank).

- Detected and reviewed developments within WTO that would affect the Offset and counter-trade transactions.
- Assisted in designing the launching of special events and outreach campaigns to enhance the image of the company, and to raise public awareness on its mission and objectives.
- Contributed to and reviewed media related tasks like issuing of press releases, a quarterly or monthly bulletin, and developing the company's website.
- Assisted in conducting the study for the company HR work stream including developing Training Guidelines, staff evaluation forms, training evaluation form, and mapping training needs to existing staff members career path development upon completion of KPIs task (with Ernst & Young Consulting).

**February, 1998 - June, 2006**

**Head, Research &, Studies Unit  
Arab Investment & Export Credit Guarantee  
Corporation (Dhaman)  
Kuwait**

- Assumed the administrative and supervisory functions of *Head of Unit* considered a supervisory body linked directly to Corporation's Director General.
- Assumed the role of team builder and leader in the unit, maintaining a learning environment, and always advancing the work of the Unit to cope with emerging trends. Also contributed, within professional committees, to the advancement and development of the Corporation's realm of work.
- Prepared in-depth Country Risk Analysis reports to evaluate political risks upon demand for all Arab countries who applies for guarantee services against political risks of nationalization, controls on capital transfer, and wars and civil disturbances. In conducting the analysis, an in-house internally developed program is utilized based on international standards of the risk industry, based on data collected from national, regional and international resources, while accounting for the historical record of dealing with the Corporation in terms of incident of risk and the following compensation and recovery profile.
- Supervised and conducted specialized studies on issues of relevance to the core business of the Corporation, including analysis of economic trends, with particular reference to trade and investment developments, developments in the Guarantee industry, and investment promotion. Examples of studies: Role of SMEs in Economic Development in the Arab Countries; Profile on Re-building Iraq; Impact of Corruption on Poverty; FDI (foreign direct investment): definition and sources of Information; Impact of Oil prices on

Arab Gulf Countries; Return of Arab Funds Abroad; several sectoral studies and industry trends (ex. Arab fisheries, pumps, Generators, and Compressors industries).

- Handled the wide spectrum activities and relevant operations of investment promotion including organizing of and participating in specialized events, preparing and presenting specialized background papers, and making presentations in regional and international for a on the subject.
- Enhanced the role of the private sector in economic development and joint ventures.
- Developed, contributed, edited, and coordinated the preparation of the Corporation's flagship publication conducted through an annual survey on *The Investment Climate in the Arab Countries*.
- Supervised and Contributed to the Corporation's Annual Report particularly the sections on international economic developments, emerging global investment and trade trends, economic and investment trends in the Arab region, and developments in the guarantee industry; review of the Arab counties position with credit rating agencies and in International indices.
- Oversaw and contributed to the Corporation's quarterly bulletin "Daman Al Istismar" i.e. Investment Guarantees Bulletin, especially in the sections relevant to identifying emerging trends and global developments conducive to enabling business environment to attract FDI, and study the Impact of WTO multilateral agreements on Investment. Follow up of developments in the new economy, adoption of principles of transparency, accountability, good governance, intellectual property rights, as well as investment in human capital. Follow up in emerging developments in investment trends in the Arab countries along various themes.
- Prepared specialized "Capsule Series" which summarizes and comments on major issues based on renown international reports and studies: for example the Role of Small & Medium size enterprises (SMEs), Features of the New Economy, the Digital Divide, Money Laundering, Intellectual Property Rights, introduction of WTO multilateral agreements with special reference to GATS, Arab Progress in Achieving the MDGs.
- Participated in the preparation of certain study groups on issues relevant to investment opportunities and investment climate in the Arab countries: (like an expert meeting on identifying investment opportunities in the field of higher education; a study on the impact of exchange rate stability on attracting FDI in selected Arab countries.
- Supervised the flow of information scheme in the Corporation's database to detect and analyze trade and investment trends an databases especially inter-Arab investment flows, and provide suggestions on active follow-up.

- Identified and assessed the training needs for the Department staff at all levels, as well as receiving professional training programs. Also supervised an in-house training database.
- Initiated and maintained networking with national, regional and international organizations of similar interest like the Arab League, Arab IPAs (investment promotion agencies), AMF, UNCTAD, ESCWA, UNESCO, UNIDO, UNDP, WAIPA, WIPO, MIGA and FIAS (of the World Bank Group).
- Supervised publishing operation which includes editing, and translating material related to the publication of specialized studies based on papers and deliberations of seminars and workshops organized fully or partially by the Corporation and distributed to selected readership. Particularly the publication of : Investment Promotion Techniques I, 1998; Towards an International Investment Agreement, 2000, and Investment Promotion Techniques in the Arab Countries II, 2001.
- Assumed full organization and coordination of the first regional workshop on investment promotion techniques in the Arab countries catered for the Arab Investment Promotion Agencies (IPAs), in cooperation with FIAS, and Jordan Investment Board (JIB), held 30-31/10/2000. Other similar workshops are being considered.
- Played an active role within the preparatory committee for convening the Arab Businessmen and Investors bi-annual conferences.
- Provided training on investment promotion; 6 workshops on Investment Promotion Techniques, Analysis of Investment Climate, and Investor Targeting: 14 for Kuwait FDI Office KFIB (at the Ministry of Trade & Industry), in the period 2002 – 2004, and two for Syria FDI Office (2005 and 2006) . A special on-the-job, one to one technical support program was developed and delivered to the KFIB in September 2003.
- Provided ad-hoc consultancy for relevant parties in the Arab countries, on several issues regarding strategy formulation, how to seek technical assistance, FDI resources, marketing schemes, etc.
- Supervised and led the task force to launch the Corporation's Web-site, and headed the team that handles development of the website.
- Coordinator of and main contributor/editor to the Arabization of MIGA online FDI promotion center. The first Glossary of investment promotion terminology (English/Arabic) is prepared to unify investment promotion terminology in the Arab countries.
- Took part in the expert group regular meetings to establish the Arab Investment Network with participation of Arab League and Arab national experts since 1998.

- Followed up issues relevant with the Arab league particularly the activating of the unified Arab agreement of Arab capital invested in Arab countries.

**October, 1995 - August, 1997**

**CEO/Partner  
Seven Dimensions for Investment &  
Trade, Inc., Amman - Jordan**

- Established a limited liability company with four other professional women partners(empowerment of women), and was elected by the Board of Directors as the first CEO for the company, responsible for managing the company and catering to financial and administrative matters, with direct supervisory role for the staff members both full time and part time (7 persons), formulating the Company's business and marketing plans, and follow up regulatory and administrative requirements to start and operate the business. Sold share to other partners in 2007.
- Pioneered the efforts and successfully entered into agreement with Scala<sup>1</sup> Near East/Middle East to be the local authorized dealer (then became a recommender, then the Arabizaion hub, but all links seized in 2005 as Scala encountered major restructuring).
- Prepared the necessary localization review to ensure adherence of Scala to local legislation, accounting procedures and practices.
- Engaged in prototype Arabization of the Payroll Pro module and part of the Manufacturing, Planning & Control (MPC) modules; which yielded the contract of the full Arabization project to the company for Scala release early in 1998, which will concurrently be available in other 35 languages. The 7D become then the regional Arabization center for Scala.
- Organized the first Scala regional sales conference in Jordan, attended by all N.E./M.E. partners during 10 - 11 October, 1996. The aim of the meeting was to coordinate efforts to introduce Scala to the region, compare adherence to local requirements, and discuss Arabization of the software with the upgrades and new releases.
- Continued till resignation date to contribute actively to the growth of the company both horizontally (new client base), and vertically (new products promotion like Scala Hospitality for the hotel/services sector, advance of the Arabization, introduction of IT training related to Scala modules).

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<sup>1</sup>Scala N.E./M.E. at the time, was part of Scala E.C.E, which is an international publicly listed company that has developed business solutions since 1978. Scala as a package is a multi-lingual, multi-currency, multi-company accounting and financial management software that is user-friendly, highly parameterized and modular, and is an open system supported under Win'95, DOS, UNIX and very soon Oracle, in accordance with international approved standards. Scala, the company, has a network of 14,000 installations, 2000 employed experts, 5 R&D centers, in more than 90 countries around the world with special presence in the emerging markets of Eastern and Central Europe, and more recently the N.E./ME. In 2008 the company was sold to a third party.



- Continued to support the company by e-mail to launch *TURATH* the first e-commerce shopping mall in Jordan under [www.turath.com.jo](http://www.turath.com.jo).<sup>2</sup>

**August, 1995 - July, 1997**

**Canada Fund (CF) Coordinator  
Development Section,  
Canadian Embassy, Jordan.**

- Assumed direct supervisory and consultancy role to manage the Canada Fund Program according to Canada development policy guidelines. Initiated contacts with local non-governmental organizations (NGOs) and other grassroots community groups, identified the groups that showed high degree of motivation and sense of community involvement; assisted local groups in realizing potential proposals to be eligible recipients of Canada Fund (CF) support in accordance with the CF and Canadian International Development Agency (CIDA)'s priority sectors (like: women in development (WID), genderizing development, refugees, youth, capacity building, poverty alleviation, micro finance, integration of the disabled and seniors, agriculture, health & nutrition, environment, support of small & micro enterprises), and balancing those areas with local needs, aiming to encourage sustainable development and partnership to empower various disadvantaged groups.
- Evaluated more closely the internal capacities of the recipient organizations, and helped whenever needed, in preparing necessary project documents in accordance with the delivered outlined formats, focusing on attainable objectives and measured deliverables.
- Reviewed thoroughly all the project-proposals submitted for funding (more than 100 proposals submitted every year), and made a short priority list for approval by Head of Mission and First Secretary for Development, then executed all documentation required for actual implementation and release of funds.
- Monitored the progress of on-going projects, and ensured that the allocation of funds was optimal, incorporated lessons learnt and put forward recommendations for follow-up. Examples of successful projects include: Women empowerment projects (Um Ramzi from Saqer Qureish Society in a refugee camp), Children Support projects (Ramtha Children Club established in a remote disadvantaged area), Youth projects (Juvenile Rehabilitation Youth Center in Irbid), environment project (Public Service Messages in Jordan TV to conserve use of Water), Health Information project with Jordan River Organization (Headed then by Princess Rania Al Abdullah), Bani Hameeda Rug Weaving project (Headed then by Queen Nour Al Hussein).
- Prepared three "End of Year Reports" for Canada Fund for Local Initiatives in Jordan, with the last report provided comparative analysis for the period FY 1994/95 - 1996/97.

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<sup>2</sup> *Turath is an online mall portraying micro initiatives by women crafters, poets, artists, etc.. aiming to enhance the role of the civic society and supporting income generating projects. In 2008 the portal was closed.*

- Attended and co-organized several specialized seminars and conferences on relevant issues like micro-finance, children rights, the role of civil society, and several seminars on the joint initiative (Women in Elections).
- Represented the Embassy in some occasions for official openings of implemented CF projects on behalf of the Head of Mission. Also provided simultaneous translation to HOM speeches in various forums.
- Pursued networking with other CF coordinators in the region (especially in Egypt and Lebanon), with other donors (like the British, Australian and Japanese Embassies), and UN agencies (like UNIFEM, UNFPA, UNICEF, and UNDP).

***January, 1995 - August, 1995***

***Planning & Evaluation Officer  
Project Planning & Evaluation Office  
UNRWA Head Quarters,  
Amman, Jordan***

- Identified, prepared and analyzed priority policy issues for the Office to enable the Commissioner General to outline the Four Year Forward Planning scheme, and provided specific goals, strategies and performance indicators for the various departments (Education, Health, Social Services, and Technical Support & Administration).
- Participated actively in policy evaluation studies carried in the five fields of UNRWA's operation (Jordan, Syria, Lebanon, Gaza, and West Bank), like the study on Cost Sharing in services provided to the registered Palestinian refugees in the UNRWA official camps.
- Updated and revised two major documents produced by UNRWA: A Survey of Palestinian Refugee Camps in UNRWA's Area of Operation, and Basic Data on the Palestinian Refugees Agency-wide.
- Assisted in coordinating central processes for reviewing, monitoring, and evaluating programs' performance, and prepared progress reports on the evaluation plan's results, while enhancing networking with other Departments and UNRWA offices.
- Represented the Head of PPEO at the Donors meeting of 11 June 1995, and on two separate occasions assigned to be Officer-in-charge during the leave of the Head of the Office. The office staff members were 7 persons with 3 senior staff, 2 junior staff, and 2 support staff.

**April, 1990 - June, 1994**

**Small Business Owner/Manager  
First Choice Haircutters  
(Franchise business)  
Ottawa, Canada.**

- Applied the full procedures for “Establishing Your Own Business” to start the operation of the franchised business, upon granting the approval of the Franchisor, which for more than 20 years supervised 280 stores in Canada and USA.
- Assumed direct supervisory role by performing all aspects of the business operation for a regular business. These activities included administrative and financial procedures such as: handled PR, hired employees; provided in-store training for new employees on customer service and positive attitudes; arranged for regular technical training for employees; set staff motivation and incentive programs for payroll payments; ensured group health insurance for employees; conducted in-store competitions for Excellency and achievement. *The 12-member staff (full and part time) were all women and it was my mission to empower them and make them proud of themselves and what they do.*
- Prepared weekly progress reports, annual budget plan, 3-year marketing plan and forecast, and round the year in-store promotional campaigns, and supported community efforts for fund raising (like local Hockey team, school library, or the Children Aid Society).
- Attended three annual franchisees conferences, which attracted nationwide participation in Canada and North of USA, to discuss industry trends, plan for new market niche, adopt strategies for a bigger market share, learn about new products, and exchange experiences.

**October, 1986 - December, 1988    Economist (Macroeconomics)  
The Economics Department  
The Gulf Bank  
Head Office, Kuwait**

- Initiated and prepared regularly the following documents, supervised by Head of the Department, and circulated to the benefit of decision-making and money-earning departments at the Bank, like the Treasury Dept., and the Assets / Liabilities Committee:
  - √ *The Weekly Financial Briefing*: reviewing international developments affecting the performance of currencies in international FX markets, focusing

on the US\$, Pound Sterling, Yen, and DM, and the impact on the KD and the local economy.

- √ *Semi-Monthly Interest Rate Outlook*: summarizing the new developments and trend movement of the interest rate structures in selected economies like USA and UK, covering as well the relevant central banks measures.
  - √ *Monthly Interest Rate Outlook*: forecasting interest rates movements alternating focus every month on different currency.
  - √ *Semi-Annual Economic & Financial Outlook*: highlighting world economic developments and forecasts, with more detail on major economies like USA, UK, and Japan.
  - √ *Quarterly Research Series Studies*, covering a certain topic of concern in more detail like the Analysis of the Kuwaiti Budget Expenditure, the October 19, 1987 Black Monday: Stock Market Crash, the Impact of the End of Iran/Iraq War on the Local Economy, and the Debt Crisis in the Third World Countries.
  - √ *Info Releases*: bringing about on the spot important events, like budget announcements, the Signing of the NAFTA Agreement, the USA Bond Market Appeal to Foreign Investors, and the First Release of the Kuwaiti Central Bank Treasury Bills.
- Conducted the requested administrative work of the Department as directed by the Head of Dept. on matters like evaluation reports for junior staff, correspondence, response to the press and media coverage. Took charge of the Dept. upon leave of the Head of Dept. The total number of staff were 5, 2 senior staff, 1 junior staff and 2 support staff.
  - Prepared the *Monthly Progress Report* reviewing the achievements of the Dept.
  - Assigned to be in charge of the Department's contribution to the Bank's Annual Report, especially for preparing the Domestic and International Economic Outlook, and ensuring overall synergy with other departments' inputs.
  - Contributed to the Bank's Monthly magazine Al-Dhow with specialized articles on economic and banking issues.
  - Assisted in establishing a specialized library on financial and economic developments, utilizing the daily clippings from Reuter's service and the various publications received.

**January, 1981 - October, 1986**

**Energy Economic Researcher  
Economics Department  
Organization of Arab Petroleum Exporting  
Countries (OAPEC)  
Kuwait.**

- Followed up economic developments with emphasis on the energy sector in the Arab countries, the developed and developing countries, with special emphasis on OAPEC member countries.
- Completed a 2-year in-depth study on Coal as an alternative source of energy that was commended as the first comprehensive Arabic reference on coal, its geographic distribution, production, trade, utilization, and technologies of producing synthetic fuel.
- Engaged in specialized studies and background reports on selected issues of relevance like the Inter and Intra Trade amongst Arab Countries and with other Regional Groups, the North-South Dialogue, and the Renewable Sources of Energy.
- Participated in the study on the Interdependence Energy Model between OAPEC countries and South Europe(headed by the Italian *ENI* oil company), and attended the seminar held on the occasion of the introduction of the study's various scenarios in January 1986.
- Prepared regular statistical tables on energy reserves, production, consumption, and trade by major regional groups.
- Contributed to the administrative work within the Secretariat/Preparatory Committee of the Triennial Arab Energy Conferences, especially for the second and third Arab Energy Conferences, and was part of the Organization's team to the Third conference in Algiers in 1985; prepared a specialized bilingual Guide for the procedures followed.
- Assisted in the preparation for seminars held by the Department and handled relevant administrative work.
- Assigned to attend a one-week training course on The Basics of the Oil & Gas Industry in April 1983.
- Took charge of the preparation of OAPEC's contribution to the Energy Terminology Glossary, Vol. I and Vol. II in cooperation with World Energy Conference.

***March, 1980 - January, 1981***

***Economic Researcher  
The Gulf Bank  
Head Office - Kuwait***

- Produced country risk reports upon request for countries like Sudan, Morocco, Yemen, and South Korea among others.

- Followed up developments in the MM and FX markets and its effect on the KD.
- Prepared an easy-to-follow “*Weekly News Letter*” highlighting significant developments in world major economies and its impact on currencies and interest rates.
- Prepared a *Semi-Annual Economic Outlook for the OECD Countries*, mainly USA, UK, Japan, and Germany.
- Conducted a study on the domestic economy with in-depth analysis on the banking sector.
- Supervised compilation of specialized economic and financial information.

***September, 1977 - March, 1980***

***Project Coordinator  
Head of the Director  
General Office,  
The Arabian Gulf States Joint Program  
Production Institution – Kuwait.***

- Performed the full responsibility of Project Coordinator of the children’s TV program *Iftah Ya SimSim* (Open Sesame), adapted and Arabized from the renowned CTW Sesame Street, and directly supervised the work team of 25+ full time and part time staff members, and coordinated the work between the local curriculum, script, and production teams, networking with the American team, and reported to the Executive Producer of the project (Director General of the Institution).
- Organized the seminar on launching the pilot stage of *Iftah Ya SimSim* in March 1978, attended by various researchers and educators to provide their input on the technique followed, and language used in the adaptation.
- Assisted the research group that conducted the evaluation of *Iftah Ya SimSim* after its release locally, and before extending the distribution to other Arab countries.
- Carried out all the relevant administrative work related to the smooth operation of the office of the Director General/Executive Producer, prepared progress reports, followed up on recommendations, summarized project memoranda, and handled media inquiries.

- Participated in the planning stage of other directed and research-based projects of the Organization, like the TV series on the Islamic Encyclopedia, a health awareness program, and a drama on family relations in a changing environment

***April, 1977 - July, 1977***

***Economic Researcher  
The Arab Countries Research  
Center  
Talal Abu Ghazaleh & Co.  
Head Office, Kuwait***

- Compiled necessary background information for requested feasibility studies submitted to governments or private sector; a study was provided to the Algerian Government.
- Established a special filing system for info-retrieval for the Center, classified by project nature or by country to provide background information when needed.
- Contributed to *TAGA News Letter*, translated relevant material, and participated in administrative work relating to preparations of specialized workshops and seminars held at the Head Office.

### III. Training Received:

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- ✓ Completed successfully training workshop on Investment Policy & Promotion, organized by IMF CEF Kuwait during March 20-24, 2016.
- ✓ Completed successfully International Development Ireland (IDI) "Exports & Investment Promotion Programme", in Dublin, Ireland, during the period May 18-22, 2015.
- ✓ Completed successfully a high level competitive Dale Carnegie train the trainer, June 2014.
- ✓ Completed successfully training on Labor & Employment policies in MENA Countries, organized by IMF CEF Kuwait during May, 2011.
- ✓ Received training as part of *Coaching for Success* program delivered to management of the National Offset Company (NOC), by Human Investment Capital (HIC) customized and delivered by Mr. Mohamed Amer, June 2009.
- ✓ Online training on Designing & Implementing Effective Investment Promotion Campaigns by FIAS, February 2009.
- ✓ Completed successfully an accredited online certificate on leadership in change management with e-Cornell University, March 2008.

- ✓ Completed online introductory training on principles of CSR based on Global CSR Convention announced in Geneva, July 2007.
- ✓ Completed successfully a certified World Bank course on Understanding GATS March-June 2005 online.
- ✓ Completed successfully introductory course on financial analysis, organized by Kuwait Economist Society, October 2004.
- ✓ Completed successfully self-paced online course on WTO/General Agreement on Trade in Services ( GATS), October 2003.
- ✓ Completed a regional workshop on FDI Marketing Strategy, organized by WAIPA, UNCTAD, IBM Business Location International, and Dubai Development & Investment Authority (DDIA), Dubai, October 2003.
- ✓ Completed a regional workshop on streamlining methodology on FDI Definition and Sources, organized by UNCAD/ESCWA, Beirut, October, 2002.
- ✓ Completed MIGA's Workshop on IT Tools to Support Electronic Investment Promotion, Amman, Jordan, May 2002; and in Geneva a special MIGA workshop on the same subject on 23 January 2003.
- ✓ Completed a certified on-line course on Managing Oneself & Decision Making (composed of 5 sub-modules) offered by Corpedia.com based on works of the renown Peter Drucker, April, 2001.
- ✓ Completed successfully online certified course by WIPO *Distance Learning Academy* on Introduction to Intellectual Property Rights (DL101), March 2000.
- ✓ Completed a certified training workshop with UNCTAD and WAIPA on Investor Targeting in Jaipur, Rajestan/India, during November 29- December 4, 2000.
- ✓ Completed a certified training workshop on Competitiveness Strategies during 5-6/11/2000 conducted by the Gulf Creativity Center in Kuwait.
- ✓ Completed an Introductory Seminar on WTO and its multilateral agreements, May 2-3, 1998, Kuwait.
- ✓ Completed Specialized Sales and Marketing Training Workshop in Budapest/Hungary, during 11- 19 May 1997, held in Scala Academy, with focus on product knowledge, sales techniques, implementation method, presentation and negotiation skills, and how to enhance effective management decision making and strategic thinking.



- ✓ Completed a 2-day interactive training course on Effective Drafting & Report Writing, organized by UNRWA Personnel Office, during 11-12 April, 1995, Jordan.
- ✓ Completed successfully a 3-day Train the Trainer course on management methods to enhance staff motivation and performance at the store level with focus on importance of training the staff on key issues like customer service, facing complaints, minimizing wasteful use of resources, etc. The course was held in Ottawa, Canada by First Choice Haircutters Franchise Office during October 3-9, 1992.
- ✓ Participated and passed a Train the Trainer Workshop on Women Unite for Employment Equity, organized by Women's Coalition for Employment Equity, held on 17-18 June 1994, in Ottawa, Canada.
- ✓ Participated and passed An Indicative Planning Session on Organizational Focus for Canadian NGOs Working in the Middle East, organized by Rehabilitation and Reconstruction Fund (RRF) on 3-4 March 1994, in Ottawa, Canada.
- ✓ Participated in a one day training forum on Women Building Strategies for Education & Training, organized by OTICT on 16 October 1993, in Ottawa, Canada.
- ✓ Participated and passed a training workshop on Leadership Development of Immigrant & Racial Minorities, organized by OCISO on 2 November 1991, in Ottawa, Canada.
- ✓ Participated and passed a hands-on training workshop on Foreign Exchange & Money Market Operations, organized by the Institute of Banking Studies, on 26 September - 1 October, 1987, in Kuwait.
- ✓ Participated and passed the PC/Data Bank Training session, on 16 November 1987, Kuwait; and the PC and Multiplan Training workshop, on 22 - 25 August 1987, organized by the Office Automation in the Gulf Bank, Kuwait.

#### IV. Papers & Studies:

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Involved at all times in preparing studies, reports, research papers, summary analysis, guides, statistical tables under the names of relevant departments in the various places of occupation. However some papers carried name of author, others did not due to internal policies. Amongst these papers are the following:

- ✓ A analytical paper on Kuwait position in Ease of Doing Business Report 2014, 2015, and 2016, submitted to the Director General of KDIPA, Head of Permanent Committee for Streamlining Business Environment in Kuwait.
- ✓ An analytical study and compilation of related studies and perceptions on Kuwait Offset Program, June 30, 2015.
- ✓ Published a book on Social Media and Investment Promotion: Is Social Media an Integrated Marketing Tool or Will it Create a New Investment Promotion Paradigm? on Amazon.com posted July 9 2013. (Part of the Msc. degree in IPED/Dias).
- ✓ An analytical report on The Three-year Achievement for the National Offset Company in Managing the Kuwait Offset Program, and Future Outlook, January 2010.
- ✓ A Gap Analysis for KFIB Report for Capacity Building May 2009.
- ✓ A paper on the Investment Climate in Kuwait presented to the ME Investment Promotion Forum in Japan (delivered in Tokyo & Osaka, March 2009).
- ✓ A published paper (no. 39 in Experts Series) on “the Importance of Investment Promotion Strategy for Arab Countries: Does it Work?”, presented at a seminar held on Tuesday April 17, 2008 in Kuwait organized by Arab Planning Institute.
- ✓ A published article on “Importance of investment promotion in position a country in the global investment map”, Al Usboiyah Al Iktisadiyah(Economic Weekly – Arabic), Kuwait February 4, 2008.
- ✓ A paper on “The Rising Importance of Franchising in the Arab Countries”, presented at the Gulf Franchising Conference in Kuwait, October 18 -20, 2006, organized by Gulf Franchising Corporation.
- ✓ A paper on "Will the Arab Countries Win the Challenge of Trade Liberalization of Services?", presented at the training program on "Trade in Services Agreements & the Arab Countries", Kuwait, April 8 – 12, 2006, organized by Arab Planning Institute (also published in the daily newspaper Al Qabas in 4 parts).
- ✓ A paper on "Unleashing Entrepreneurship & Innovation in Franchising: An appraisal of International Practice and its implications in the Arab Countries", presented to the second Gulf Franchising Conference, Kuwait, November 22-24, 2005 organized by Gulf Franchising Company.
- ✓ A paper on Impact of Investment Promotion Agency Institutional Framework on its Investment Promotion capability, presented to the regional seminar on Institutional Organization for Investment Attraction, Damascus June 19-22, 2005 organized by Syria Investment Office. Ministry of Industry, and EU-ANIMA.
- ✓ A report on Investment Promotion Activities Benefiting Arab Countries from International, regional, and private Institutions, May 2005.
- ✓ A study on Attracting Arab Money Invested Abroad, December 2004.
- ✓ A paper on Good Governance: definition, practices, and measurable Indices, November 2004.
- ✓ A report on Investment Climate in the Arab Countries in 2003, June 2004.

- ✓ An overview paper on the Guarantee Industry in Face of New Challenges, April 2004.
- ✓ A desk study on the Return of Arab Funds Abroad, March 2004.
- ✓ A paper on FDI: definition, sources, distribution, regulatory framework, cost-benefit analysis, future outlook, February 2004 .
- ✓ A paper on Pipes Industry in the GCC Countries, December, 2003.
- ✓ A background paper of “A profile on Re-building Iraq”, provided to the monthly bulletin of IAIGC, Kuwait, November 2003. Bi-weekly updates on situation of Reconstruction in Iraq is prepared and submitted for internal use.
- ✓ A report on Tourism Sector in Egypt, October 2003. (Internal)
  
- ✓ A paper on “The Role of Guarantee if Fostering Inter-Arab Trade & Inter-Arab Investments”, presented to the seminar on “Relations between the Great Arab Free Trade Area (GAFTA), the World Trade Agreement (WTO) and Euro-Med Agreements and their Implications on the Industrial Sector - Case Study: the Industrial Sector in Syria” held in Damascus from 24 to 25 May 2003. The Seminar was jointly organized by the Economic and Social Commission for Western Asia and the Ministry of Industry in Syria, in cooperation with the General Union of Chambers of Commerce, Industry and Agriculture in the Arab Countries.
  
- ✓ A paper on the Role of Regional Investment Promotion Activities 1975-2002: Case of IAIGC, presented to the first meeting of Arab Investment Promotion Agencies (IPAs) held in Rabat, Morocco on February 27, 2003 during the Arab Investment Conference organized by Directorate of External Investment in Morocco.
  
- ✓ A paper on the Role of Government in Enhancing FDI in the Gulf Region, presented to the WAIPA regional roundtable on Enhancing FDI Potential in Gulf Region, Geneva, WAIPA eighth annual meeting, 24 January , 2003.
  
- ✓ A paper on Corporate Governance in the aftermath of Enron Case, June 2002.
  
- ✓ A paper on Greater Arab Free Trade Area (GAFTA): prospects & obstacles, April 2002.
  
- ✓ Updated a paper on Impact of 11/9 Terrorist Act on the World Economy, with and Particular Reference to Arab Countries, March 2002.
  
- ✓ A paper on The Position of the Arab Countries in Country Risk and Credit Rating Agencies, January 2002.
  
- ✓ A paper on The Impact of 11/9 on Economic Growth and Major Sectors, October 2001 (currently being updated)

- ✓ A paper on Outward Investment Promotion Agencies Role in FDI Outflows, with Particular Reference to IAIGC Role in the Arab Region, (in English), presented during the regional training workshop on Investor Targeting, organized by UNCTAD, WAIPA, RIB in Jaipur, Rajasthan/India, during November 29- December 4, 2000.
- ✓ Several background papers of which: Intellectual Property Rights, The Digital Divide, the Changing Role of Companies in the 21<sup>st</sup> Century, Entrepreneurship in the USA Economy, Corruption and corporate governance.
- ✓ A paper on Utilizing the Internet to Attract FDI, and a presentation on Overview of UNCTAD World Investment Reports, (In English) presented at the Arab Planning Institute Training Program on FDI in the period 29 October-3 November 1999, and a lecture on FDI in the Arab Countries on 29 March, 2000.
- ✓ A paper on “IAIGC Evolving Regional Role in Investment Regulations Harmonization in the Arab Countries”, (in English), presented to the UNCTAD meeting of Experts on Harmonization of Investment Legislation in the Arab Countries, Beirut 2-3 October, 1998.
- ✓ A study on” Causes and Effects of the Black Monday Crash in Wall Street”, (in Arabic), for the Gulf Bank, in 1987.
- ✓ A study on the “Economic Implications of the Cessation of the 10-Year Iran/Iraq War for the Region”, for the Gulf Bank, in 1988.
- ✓ Completed a 2-year in-depth study on Coal as an Alternative Source of Energy, that was commended as the first comprehensive Arabic reference on coal, its geographic distribution, production, trade, utilization, and technologies of producing synthetic fuel, for OAPEC, in 1985.
- ✓ A background paper on the opportunities stemming from the diversity of economic endowment in Algeria, June 1977.

## V. Events Attended & Took Part in:

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- ✓ KDIPA First promotional event “Kuwait Investment Forum”, March 8-9, 2016, Kuwait.
- ✓ Kuwaiti government’s national conference about knowledge economy entitled “Contemporary Roles of Governments in the Knowledge Economy Era”, held in Kuwait February 1-2, 2016.
- ✓ The 15th Industrialists’ Conference organized by GOIC under theme “Foreign Direct Investment in GCC and its Impact on Industry” held in Kuwait, on November 25-26, 2015

- ✓ Petroleum Economist hydrocarbons strategy forum, Cooperation: The Gulf's new imperative, Kuwait, 21 January 2015, and January 26, 2016.
- ✓ MEED Kuwait Projects November 24-25, 2014, and November 24-25, 2015.
- ✓ Euromoney, Kuwait Conference, March 2014, September 15, 2015, September 27, 2016.
- ✓ The 5th Annual Conference of the GIFT-MENA Network, Human Capital Formation in the Public Sector and the Challenge of building the State in times of crisis, Kuwait, 28-30 January 2014.
- ✓ Arab Investment Meeting: Investment Attractiveness Gap, held under the Patronage of HH Prime Minister of Kuwait during the period December 11-12, 2013 co-organized by Kuwait Direct Investment promotion Authority (KDIPA).
- ✓ Opportunities and Challenges for FDI Attraction in MENA" conference to be held in Muscat, Oman from February 4 to February 6, 2013.
- ✓ The CEF-WB course on Employment Policies for MENA, April 15-19, 2012, Kuwait.
- ✓ The Euromoney Kuwait Conference, March 27, 2012, and a contributor in the roundtable on Kuwait Competitiveness.
- ✓ The Kuwait Media Audit meeting, January 17, 2012 at the PMO, Kuwait.
- ✓ The World Bank regional workshop on MENA Development: From Privilege to Competition to foster competition & Innovation, June 20-21, 2011, Beirut, Lebanon.
- ✓ A Seminar on Implementing ISO 9001 in Government entities, June 6, 2011, Kuwait Chamber of Commerce & Industry.
- ✓ The Biennial Conference between KFAS & LSE on The Economic Transformation of the Gulf, March 29-30, 2011.
- ✓ The Role of S&T Parks in enhancing innovation, January 25, 2011, KISR, Kuwait.
- ✓ The Global Offset Conference in Budapest organized by GOCA, 25-28 April, 2010.
- ✓ Integrating Arab Economies: Partners for Prosperity, Fikr 8 Conference, organized by Arab Thought Foundation (Fiker), Kuwait, 9-10 December, 2009.
- ✓ The first Arab Investment Promotion Forum, organized by Dhaman, 27 October, 2009.
- ✓ The ME Investment Forum in Japan organized by JCCME, Tokyo & Osaka, 2-4 March , 2009.
- ✓ Euromoney 4<sup>th</sup> Kuwait Investment Conference, March 3-4, 2008.
- ✓ Regional expert meeting for "Enhancing Investment Promotion and aftercare services", Beirut, 19-22 June 2006, organized by WAIPA/ANIMA and IDAL.
- ✓ Workshop on "New Frontiers for FDI Promotion", London, 17-23 April, 2006, organized by Red Hot Locations.
- ✓ Expert group meeting for "Networking of Expertise in the Area of Foreign Direct Investment in the Member States of UNESCWA", Beirut, 20-24 December 2005, organized by UNESCWA/UNCTAD.
- ✓ Expert group meeting and Arab ministerial meeting in preparation for "WTO 6th Ministerial Conference in Hong Kong", Beirut, November 28-30, 2005, organized by UNESCWA.
- ✓ FDI in GCC Countries, June 2005, Manama, Bahrain.
- ✓ GCC and the Challenges of economic Integration, January 13-14, 2005.

- ✓ Roundtable on Kuwait Potential for Attracting FDI, *with reference to four priority sectors*, held in Kuwait 29 November, 2004.
- ✓ WTO and the Impact of Multilateral Agreements on Developing Countries, held in Kuwait, 23-24 November 2004.
- ✓ WTO GAT and its Impact on Liberalization of Financial Sector in Arab Countries, held in Beirut, 10 -11 October 2004.
- ✓ The Role of Institutions in Development Performance, held in Beirut from 8-9, 2004.
- ✓ Investment, Cultures, Civilizations: Links & Impacts, held in Rabat from 11-12 December 2003.
  
- ✓ Arab & Businessmen Tenth Annual Conference, held in Algiers from 9-10 December 2004. Worked as part of the preparatory committee of the said conference.
  
- ✓ Seminar on “Relations between the Great Arab Free Trade Area (GAFTA), the World Trade Agreement (WTO) and Euro-Med Agreements and their Implications on the Industrial Sector - Case Study: the Industrial Sector in Syria” held in Damascus from 24 to 25 May 2003.
  
- ✓ Arab Investment Conference, Rabat, Morocco 26-27 February 2003, Moroccan External Investment Directorate.
  
- ✓ Eighth Annual Meeting of World Association of Investment Promotion Agencies (WAIPA), WAIPA, Geneva, 22-24 January 2003.
  
- ✓ Regional Workshop on Methodological Standards for Compilation of Statistics on Foreign Direct Investment and the Activities of Transnational Corporations, ESCWA/UNCTAD, Beirut 28 October – 1 November, 2002.
  
- ✓ 18<sup>th</sup> Annual Conference, University of Mansoura, Characteristics of Investment Climate in the Arab Countries & Challenges Facing it, 16-18/4/2002, Mansoura, Egypt.
  
- ✓ Roundtable Discussion Group, Regionalism versus Globalization and role of GAFTA, Allqisadiya Al Jadeida (The New Economic Magazine), April 15, 2002.
  
- ✓ Coface 6<sup>th</sup> annual Conference on Country Risk Ratings : Overview after 11/9, during 22/1/2002, Paris, France.
  
- ✓ The Second Arab Forum on Small & Medium Industries, organized by the Arab Industrial Development & Mining Organization and others, during 26-28, 2001 in Kuwait.
  
- ✓ The Arab Banking Sector: Performance & Challenges, organized by the Arab Planning Institute, during 18-19/2/2001 in Kuwait.

- ✓ UNIDO workshop on Investment Promotion Techniques, with focus on S&M enterprises promotion, co-organized with Islamic Chamber of Commerce, Bahrain 7-9 May, 2000.
- ✓ The Second Meeting of the Arab Authority for Agricultural Development and Investment, Amman, November 24-26,1999.
- ✓ The regional workshop on International Investment Agreements and their Implications on the Arab Countries, organized by IAIGC and UNCTAD in Cairo, during May 17-18, 1999 and the ad-hoc workshop with private sector participation May 19, 1999.
- ✓ The Arab League meeting of experts on Arab Investment Information Network, Cairo 29 August - 3 September, 1998.
- ✓ The Euro money International Conference on Tunisia as an Emerging Market, organized by Euro-Money, during May 11-12, 1998, Tunisia.
- ✓ The International Conference on Globalization, organized by the National Bank of Kuwait, during 27-29 October 1997, Kuwait.
- ✓ The First Micro-Finance Conference in Jordan, during 17-19 March 1997, sponsored by UNDP/UNIFEM, World Bank, and EU.
- ✓ WorldNet dialogue on Women Rights & Issues on 24
  - February 1997 , organized by the American Cultural and Information
  - Center, Jordan.
- ✓ Seminar on Girl Child Rights on 15 February 1997, followed a dramatic presentation.
- ✓ The UNICEF launch of 1997 State of the World Report on Child Labour, on 11 December 1996.
- ✓ Seminar on Women & Electoral Law in Jordan, on 24 May 1996, organized by Al Urdun Al Jadid Research Center, Jordan.
- ✓ A conference on Jordan in a Changing Economic Environment, during 10 -11 April 1996, organized by Business & Professional Women Club, Jordan.
- ✓ Seminar on the Role of the International Community to UNRWA Operations, on 24 March 1995, organized by Arab Thought Forum, Jordan.
- ✓ The forum for the regional Arab NGOs in preparation for the Beijing Conference, on 12 September 1994, Jordan.
- ✓ The First National Conference of Arab Canadian Women, organized by CAF on 21 November 1993, in Ottawa, Canada.

- ✓ The Annual Conference of the Inter Arab Cambist Association, organized by the Housing Bank during 8-10 July 1988 in Amman, Jordan.
  
- ✓ The Third Arab Energy Conference, organized by OAPEC/Arab Fund for Social & Economic Development during 5 - 18 March 1985 in Algiers, Algeria.

## VI. Other Career Developments:

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- Trainer/expert on investment Promotion, FDI, and suitable investment framework (techniques, strategy, trends, best practices, customization for Arab countries), locally and regionally: 2001-present time.
  
- Project based consultant with a major local investment group, building a strong case and conducting direct negotiations on their behalf to land a master franchise in cost reduction services to cover GCC and other neighboring countries, Dubai, March 2007.
  
- Independent consultant in franchising & entrepreneurship with a regional company, involved in raising awareness and capacity building for small businesses, 2005- 2006.
  
- Project Based Consultant for a private local company. Projects already completed during 1995- present time:
  - ✓ In-house staff training program with accompanied training manual from January - August 1998.
  - ✓ New Employees Orientation Manual, January 1999.
  - ✓ Rules & Procedures for the company head office and 10 branches to ensure standardization of staff procedures, during February - April 1999.
  - ✓ Mystery Shoppers Study for evaluation of customer service of frontline staff through designing mystery shoppers survey and selecting and training mystery shoppers. The research ended with a full report comprised a base report that summarized findings in an analytical manner, and an analytical report with policy recommendations, covering period from January-March 2000; revised findings on August 2001.
  - ✓ Viability and Feasibility of Franchising the company operations, for purpose of increased presence and competitiveness, 1998 and revised 2005.



- ❑ Short term consultant with:
  - (1) UNDP/UNIDO project to enhance capacity of Kuwait FDI Bureau, June 2006;
  - (2) EU/ANIMA project to assess the institutional investment promotion structure for Syria, June 2005;
  - (3) UNDP project for preparing CPAP (2009-2014) partially covering role of the private sector;
  - (4) UNDP project for a study on Kuwait & Globalization, during the period October 1998 - March 1999.

## VII. Volunteer Affiliations:

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- ❑ On-Call volunteer consultant for some Arab, Kuwaiti, Canadian, and international women and other NGOs, 2004 - currently.
- ❑ Member of World Futurist Society, USA: from 2001 – 2006.
- ❑ Member of the International Small Business Council, USA: from 2001 – 2008.
- ❑ Member of Ideas Network, 2002.
- ❑ Associate Member of Economics Society in Kuwait: from 1998 - present time.
- ❑ Coordinator of the volunteer group the Friends of the Tree Committee in Kuwait with Kuwait Environment Protection Society, Kuwait Women Cultural & Social Organization, and Kuwait Graduates Society 2001-2011.
- ❑ Ex-Member of World Trade Center, Amman Chapter, 1996.
- ❑ Ex-Member of Business & Professional Women Club of Amman, Jordan for 1995, 1996, and 1997.
- ❑ Founding member of Canada Friends & Graduates Association in Jordan, 1997(Dissolved July 1997).
- ❑ Founder and First President of the Arab Canadian Women Association (ACWA) Ottawa Branch, for 1993,1994.
- ❑ Ex-Member of the Canadian Federation of University Women Ottawa Branch, for 1992, 1993,1994.
- ❑ Ex-Member of the support group of the Canadian Children’s Museum of the Museum of Civilization in Hull, Quebec, for 1992 and 1993.
- ❑ Founder of the Arab Child Club in Ottawa, for 1989 and 1990.
- ❑ Founder and trainer of youth choir and folklore dance troupe in Ottawa, for 1989 and 1990 (Haneen Dance Troupe).
- ❑ Frequent participant of a roundtable radio show in CBC, Ottawa, Canada, 1990 and 1991 on social and political issues.
- ❑ Joined the UNDP Roster of Experts in Jordan formed to stir discussions on social productivity and poverty alleviation schemes, 1993.
- ❑ Organizer of the UNICEF’s “Tune Into Kids Broadcast” on 4 December 1996, sponsored by Radio Jordan/English Channel, putting together 15 different segments involving 65 children in various fields of interest (environment, peace, disabled, creative talents, children parliament & rights), and coordinator of December 1995 similar program.

- ❑ Ex-Member of Parents-Teachers Association at the New English School in Jordan, 1994.
- ❑ Occasional contributor to the Arab Thought Forum monthly publication, presenting reviews on reports, and translation Arabic/English, 1994-1996, and 2001.
- ❑ Occasional contributor to online discussion communities and forums on specialized online websites.