

**Proposed role in the project: Senior Quality & Performance Management Systems Expert**

1. **Family Name:** Mokaddem
2. **First Names:** Misbah
3. **Date of Birth:** 4 June 1957
4. **Nationality:** Lebanese and Belgian
5. **Civil Status:** Married
6. **Education:**

Institution [Date from – Date to]	Degree(s) or Diploma(s) obtained
<b>Medicine: University (6 years)</b>	
Université Libre de Bruxelles, Faculté de Médecine & Département de Calcul Scientifique, Belgium 1977 - 1984	Diploma of “ <b>Candidat en médecine</b> ”. First Year Doctorate in Medicine (4 Y); Certificate of Medical Informatics (2Y)
<b>Management &amp; Business Administration: Private &amp; Public Institutes (3 years)</b>	
Institut des Hautes Etudes de Belgique, Ecole d’Ergologie, Bruxelles, Belgium, 1984 -1985	1 <sup>st</sup> Year: Business Administration (1Y)
Institut d’Administration des Entreprises, Belgium, 1985-1986	Certificate, Management & Business Administration (1Y)
International Trade Invest Institute, Belgian Office of Foreign Trade, 1986-1988	Certificate, International Trade Officer: Cadre Opérationnel en Commerce Extérieur (1Y)
<b>ISO 9000 Certification: Lead Auditor</b>	
QMI, Training Center of CSA (Canadian Standard Association) Beirut, 2003	Certificates: ISO9000:2000 – QMS, Internal Audit; Lead Auditor (Outdated)
SGS Beirut, 2009	Certificate ISO9000:2008 – QMS Lead Auditor

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
French	1	1	1
Arabic	1	1	1
English	1	1	1

8. **Membership of Professional Bodies:** -

9. **Other Skills:** R.D.B.M.S. (ORACLE, Belgium): Certificates SQL, PL SQL. Microsoft Office. Project Management (Microsoft); Case Tools: VISIO (UML, Workflow). Various MIS and accounting systems. Knowledge of EU Logical Framework Approach.

10. **Present position:** Self-employed

11. **Years within the firm:** -

12. **Key qualifications:**

- Experience in management consulting on 15 projects during the last 12 years for international organisations projects (EU, UNDP, WB, OIF), Central and Local Government Agencies’ projects, NGOs and private sector.
- Comprehensive experience in setting up administrative framework for project management incl. project planning, implementation and controlling; development of procedures, archiving, and design and implementation of MIS.
- Experience in elaboration of job descriptions, procurement and hiring procedures, as well as development of staff profiles and recruitment selection criteria.
- Comprehensive experience in training including training material development, workshops and training implementation for more than 1500 decision makers over the last 10 years. This includes capacity building of governmental agencies’ managers on strategic planning, organisational restructuring, and flowcharting; as well as process analysis performance analysis, and ISO QMS preparation for implementation.
- Has since he graduated with a Masters in medicine been very active in designing and implementing IT systems.
- Has previously worked on EU funded project for the MOE in Beirut (2004-2005) with HRD tools for a modern public sector developing and implementing inter alia key performance indicators, and QMS (ISO9000:2000).
- Excellent people skills, and motivational speaker and team leader.
- Equipment inventory and management, intra and extranet communication, procurement of hardware/software

13. **Specific experience in the region:**

Country	Date from - Date to	Country	Date from - Date to
Lebanon	2000 – to date	Egypt	2014
Yemen	2005-2007		
Kingdom of Saudi Arabia	2006		

**14. Professional experience:**

Date from – Date to	Location	Company & Ref person	Position	Description
29-31/03/2014	Cairo Egypt	Dr. Irene Lorisika Project Team Leader Irene.lorisika@hotmail.com B&S Europe S.A. (GOPA C.G.)	Senior International Expert, Trainer of Trainers	<b>Train of Trainers</b> on 'Towards total quality management with CAF': Training material development and Training. <b>Project:</b> Technical Assistance for Building the Capacities of the <b>Central Agency for Organisation and Administration (CAOA)</b> Training Sector for the Provision of Training to Egyptian Civil Servants and Trainers from the <b>Ministry of State for Administrative Development.</b> EuropeAid/131338/D/SER/EG
10-13/01/2014	Cairo Egypt	Dr. Irene Lorisika Project Team Leader Irene.lorisika@hotmail.com B&S Europe S.A. (GOPA C.G.)	Senior International Expert, Trainer of Trainers	<b>Train of Trainers</b> on 'Change Management and Organizational Development': Training material development and Training. <b>Project:</b> Technical Assistance for Building the Capacities of the <b>Central Agency for Organisation and Administration (CAOA)</b> Training Sector for the Provision of Training to Egyptian Civil Servants. EuropeAid/131338/D/SER/EG
06/2010 – to Present	Lebanon	Daltes sarl Consulting +961 3 299 447 Misbah.mokaddem@daltes.com	Managing Partner and Owner	Technical proposal preparation, training material development, training, consulting and reporting: <ul style="list-style-type: none"> <li>• Social and Economic Council (S.E.C.) / TRESMED 4 conference: Presentation of 'The house of Traditional Handicraft of Tripoli' as Project Leader for SAYDATONA NGO (4-5 March 2013).</li> <li>• Project Leader at SYDATONA NGO, Tripoli – Lebanon (03/2011-Present)</li> <li>• AABCO / ASSRA3 Engineering Company Process improvement and organisational restructuring (06/2011 – 12/2011): Process Analysis and flowcharting, performance analysis, <b>ISO9000:2008</b> QMS preparation for implementation, procedures and KPIs development, activities planning, control and evaluation, and capacity building of 50 engineers and staff involved in shop drawing activities for major developers in the Arab countries.</li> </ul>
11/2007 – 06/2010	Beirut, Lebanon	Office of the Prime Minister CNJF Committee  Mr Alain Badaro, Games Director +961 1 799 066 alainbadaro@jeux2009.org	Planning & Quality Control Manager / Team Leader	Jeux de la Francophonie – Beirut 2009 (funded by Organisation internationale de la francophonie and the Lebanese Government). Hired by the Games Director (Political position) to support him in all management related activities including: <ul style="list-style-type: none"> <li>• Planning, implementing, managing and controlling, reporting on the project;</li> <li>• Preparation and Control of Budget, negotiating fund raising and reporting to international donors;</li> <li>• Procedures development (ISO9000:2000)</li> <li>• <b>Design and control of the implementation of functional and technical aspects of the Management information System (MIS):</b> including intra and extranet communication, specification of software and hardware requirements, procurement of hardware/software, equipment inventory and management.</li> <li>• Development of Accreditation system according to FIFA procedures manual and implementation of it with the support of Lebanese Authorities, heading a team of 40 people;</li> <li>• <b>Organisational development, and Elaboration of job descriptions;</b></li> <li>• <b>Development of administrative, finance, procurement and hiring procedures, control &amp; evaluation;</b></li> <li>• Providing training and awareness sessions on activities planning and performance management &amp; Evaluation ;</li> <li>• As Financial Auditor, auditing suppliers' bills, preparing expenditure analysis and reports;</li> <li>• Preparing &amp; presenting to Funding Countries Delegates (35) achievement and reports at OIF offices in Paris.</li> </ul>
10/2008-12/2008	Beirut. Lebanon	Chamber of Commerce, Industry & Agriculture of Beirut and Mount Lebanon. cer@ccib.org.lb Mr Ghazi Kraytem, President Dr Albert Nasr +961 1 353390	Adviser to the President	<b>Providing assistance and advice related to Chamber Organisational Structure and Human Resources.</b> Representing the Chamber at Lebanese Central Bank workshops and EU cross-border Cooperation EU program, European Neighbourhood and Partnership Instrument (ENPI). Training and capacity building sessions. Preparing President's speech and presentations for high rank international visitors of the Chamber and members of the board.
04/2004-10/2007	Lebanon, Yemen, Saudi Arabia	Team International Dr Yusef Salam, Managing Partner +961 1 798 452	Resident Senior Consultant	<b>Consulting, Training, Training Material Development:</b> <ul style="list-style-type: none"> <li>• Port Cities development program, Yemen (WB), 02/2007 – 10/2007: Administrative modernisation and capacity building; project to develop the One Stop Shop and the Investors Service Center of General Investment Authority in Aden: <b>Capacity building of local governmental agencies' managers on strategic</b></li> </ul>

Date from – Date to	Location	Company & Ref person	Position	Description
		+061 1 353 477 <a href="mailto:teambeirut@team-international.com">teambeirut@team-international.com</a> HRD KSA Mohamad islam +966504417004		<p><b>planning, organisational restructuring</b>, TQM (CAF), QMS (<b>ISO9000:2000</b>) and flowcharting; Capacity building of a local staff; Legal analysis and business process engineering, process analysis and flowcharting</p> <ul style="list-style-type: none"> <li>• Ministry of Transport Saudi Arabia, 06-12/2006): National Transportation Strategy Formulation, Framework and Tools: Business analysis, actual situation survey and data analysis.</li> <li>• SAPAK Contractors Riyadh, Saudi Arabia, 06-12/2006: Organisational restructuring project. Business process reengineering, compliance with <b>ISO9000:2000</b>;</li> <li>• <b>Office of the Minister of State for Administrative Reform (OMSAR), Lebanon, 04/2006</b>: Standardization of Government Transaction Forms;</li> <li>• <b>Ministry of Civil Service &amp; Insurances, Yemen (WB), 04-05/2006</b>: Civil Service Modernisation Project: <b>Training schedule</b> preparation and Capacity Building of Deputy Ministers on Strategic Management, Performance Management, TQM (CAF) and QMS (<b>ISO9000:2000</b>). Five workshops (4 sessions over 2 days) to Deputy Ministers from 10 ministries.</li> <li>• <b>Port of Beirut, Lebanon, 01-03/2006</b>: Organisation and Management Modernization; Capacity building on strategic planning, performance management, TQM (CAF) and <b>QMS (ISO9000:2000)</b> to first and second line managers; research and development of Beirut's Port's strategy.</li> <li>• <b>Ministry of Civil Service &amp; Insurances, Yemen (WB), 10/2005</b>: Civil Service Modernization Project: Training needs assessment, training on Strategic Management, Performance Management, TQM (CAF) and QMS (<b>ISO9000:2000</b>); workshops (16 sessions of 6 days) to focal teams from 10 ministries.</li> <li>• <b>Ministry of Education and Higher Education, Lebanon (WB), 07/2005-02/2007</b>, School Principal Leadership Development Program – Education Development Project (EDP): Training material development and training of the ICT Training component. Content Manager of the Web Portal e-Learning component; Application development for evaluations and follow-ups; Web enabled application development for on-line evaluations.</li> <li>• <b>Arab Center for the Development of the Rule of Law and Integrity ACRLI (NGO), Lebanon, 06/2005-07/2006. Implementation of ISO9001:2000 QMS.</b></li> <li>• <b>Ministry of Environment, Lebanon, 03/2005</b>: Comprehensive Program for a Quality &amp; Performance Management System.</li> <li>• <b>Lebanese Hospitals Managers, 02-03/2005</b>: Hospitals' Strategic Management &amp; Development, performance Management, TQM (CAF) and QMS (ISO9000). 3 workshops programs 3 days each.</li> <li>• <b>Ministry of Planning &amp; Development Cooperation, Ministry of Justice, Ministry of Human Rights, Ministry of Public Works &amp; Municipalities, Lebanon</b> (funded by ESCWA Iraq Task Force WSCWA Lebanon), 09/2004-09//2006: Management Development Program – Strategic Management, Performance management, TQM (CAF) and QMS (ISO9000:2000). Methodologies and Tools and e-Learning.</li> <li>• <b>Ministry of Environment, Lebanon, 08/2004—09/2005</b>, EU funded, managed by UNDP: Senior Consultant <b>Technical Assistance to Reinforce Governance in Environmental Tasks (TARGET). Project initiation: Data collection and Mobilization and initial training of Staff; Task 1: Development and preparation of Procedures Manual (22 procedures, list available upon request); Task III: Human Resources Development; Methodologies and Tools for a Modern Public Sector: Strategic Management, Performance Management, TQM (CAF) and QMS (ISO9000:2000). Developing and implementing key performance indicators – two workshops for 40 managers.</b></li> </ul>
07/2004-07/2003	Lebanon	GMCM sarl Sub-Contractor of Team Intl	Director & Senior Cons.	Management Development Plan Project, Ministry of Works & Housing, Bahrain, 09/2003-02/2005: Strategy implementation Framework development; Consulting and training in Bahrain: Implementation of a Performance Management System using modified balanced scorecard; Organization chart and job description of Public Service and Community Services functions of the PR Directorate, and organization chart and job description of Strategic Projects Directorate.

ANNEX IV Key Experts:  
CURRICULUM VITAE, KE 4: Misbah Mokaddem

Date from – Date to	Location	Company & Ref person	Position	Description
2001- 2002	Lebanon	ARCATECH, University of Technology Centre	Professor & Dpt. Director	6 IT related Courses, Quality Management Course, Continuing Education Program Director, Internship Coordinator, and Public Relations Manager (design, develop, launch & run events, incl. industry contacts).
09/1980- 08/1984	Belgium	Université Libre de Bruxelles, Faculté de Médecine	Professor / Researcher	IT course “l’algorithme”, research for implementing IT in vascular surgery (dept Calcul Scientifique). Cf. Certificate

**15 Other:** Awards & Distinctions: Acknowledgement Testimonial by the Prime Minister of Lebanon (2010);  
Honorary Trophy awarded by the Lebanese Minister of Youth & Sports;  
Testimonial of Recognition by the Secretary General of OIF (2010).