

# Hauda NAJEM

*Senior Organizational Development  
& Education Specialist*

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## FIELDS OF COMPETENCE

### Organizational Management Skills

- **Strategic Planning:** Conducting needs assessment; Defining vision, mission, values, goals, objectives, projects and activities with targets and KPIs.
- **Project Design:** Planning project content; Work Breakdown Structure (WBS).
- **Time Management:** Definition and organization of sequential activities; Estimation of resources and duration of activities; Setting and meeting deadlines.
- **Quality Assurance:** Planning, executing, ensuring and controlling quality indicators
- **Budget:** Estimation, budgeting and monitoring.
- **Human Resources:** Definition of the HR plan; Constitution, development and management of the teams.
- **Communication:** Planning, publishing and managing the needs, the expectations, and the achievements; Reporting on the performance.
- **Risk Management:** Planning, identifying, analyzing and controlling the risks and relevant mitigation plans.

### Education and Professional Development Skills

- Designing, planning, execution, follow up and assessment of educational and professional development programs
- Design of remedial actions and sustainability measures
- Management of educational institutions and quality assurance mechanisms
- Human resources development and capacity building

## EDUCATIONAL BACKGROUND

- 2014**     **PhD in Educational Sciences** [Four years achieved – Thesis defense incomplete]  
*Paris-Est University, France.*  
Dissertation: Role of Professional Development in organizational change.  
Case Study: The Professional Development of Public Sector Teachers in Lebanon.
- 2010**     **Masters in Expertise and International Cooperation in Education and Training**  
[Master 2 Professionnel CIEF-ECEF - Expertise et Coopération Internationale en Education et en Formation] - *Paris V University, France.*  
Thesis: Continuing Education as a Tool for Remedial or Professional Development.  
Case Study: Public sector teachers in Lebanon.
- 2009**     **Masters in Project Management, Organizational Management and Lifelong Learning** [Master 2 Professionnel-Conduite de Projet, Management des Organisations et Ingénierie de la Formation], *Paris-Est University, France.*  
Thesis: E-Learning and Tutorship Role and Strategies.  
Case Study: E-learning Platform Proxim Campus for the training of lower qualified workers in the domestic sector.
- 2002**     **Certificate of Sworn Translator**, *Ministry of Justice, Lebanon.*
- 1998**     **Masters in Translation**, *Saint Joseph University [US], Beirut, Lebanon.*
- 1996**     **BA in Languages –Translation**, *Saint Joseph University [US], Beirut, Lebanon.*

## RELEVANT PROFESSIONAL EXPERIENCE

**2018**                    **Senior Program Development Advisor for the Support to RACE 2 World Bank**  
**2020**                    **funded Program**  
*Center for Educational Research and Development [CERD], Lebanon*

- Support in the management and oversight of the World Bank (WB) \$204 Million S2R2 Program and liaise with the Ministry of Education and Higher Education (MEHE) and WB to ensure the most sustainable and impactful Program implementation.
- Ensure the needed coordination with MEHE to produce strategic and consolidated annual work plans.
- Support CERD teams in producing the S2R2 annual work plan, while streamlining all CERD projects and activities, be they CERD or donor funded.
- Establish a M&E system to ensure timely reporting quality deliverables, and full-fledged periodic and mid-year reviews.
- Ensure capacity building and transfer of knowledge to CERD management and staff.

**2017**                    **Strategic Planner**  
**2018**                    *Center for Educational Research and Development [CERD], Lebanon*

### *Strategic Advisory Support*

- Provide strategic direction and advice on the planning of CERD's programs and projects; ensuring alignment with the overall CERD vision and coherence with MEHE's strategic plans (i.e., RACE 2).
- Formulate, design, and prepare projects proposals, log frames, concept notes in line with CERD's strategic and annual work plans.
- Ensure optimal alignment between S2R2 and other donors' projects, namely USAID, UNICEF, DFID and EU and convene/attend relevant strategic meetings to this end.
- Prepare CERD's 2030 vision in view of all SDGs, in particular SDG4 and present it to national and international educational and donor community during CERD's vision 2030 launch event.

### *Program Development, Planning, and Implementation Oversight*

- Provide technical support throughout all stages of program/project design and implementation to ensure agile methodologies for projects' management, planning, and harmonization
- Monitor projects to assess progress, identify bottlenecks and potential challenges and take timely decisions to resolve issues and/or refer to relevant officials for timely resolution.
- Plan with M&E initiatives to establish benchmarks, performance indicators, to assess/strengthen performance accountability, coherence and delivery of concrete and sustainable results in education programs.
- Plan, monitor and control the use of program resources (financial, human, administrative and other assets) certifying/verifying compliance with organizational rules, regulations and procedures, donor commitments and standards of accountability and integrity.
- Ensure timely reporting and liquidation of resources.

### *Innovation, Knowledge Management and Capacity Building*

- Promote critical thinking and innovative approaches and good practices through advocacy and technical advisory services.
- Contribute to the development of, institutionalization and dissemination of policies, procedures and best practices.

- Organize/plan/implement capacity building initiatives to enhance the stakeholders' competencies to produce sustainable results and impact.

**2016**                    **Senior Consultant in Content Management for EDP2 Competency Frameworks**  
**2017**                    *Ministry of Education and Higher Education [MEHE] and Center for Educational Research and Development [CERD], Lebanon*

- Led the platform content management of the four competency frameworks developed under the World Bank's EDP2 Project, for four professions: Teacher, Trainer, Pedagogical Counselor, psychosocial Counselor.
- Collaborated with the project teams (academic, technical, IT, administrative) in order to ensure the most interactive user's experience (UX) on the platform.
- Designed the interactive framework for the online platform and catered for linkages with CERD's website, with existing platforms such as Moodle and Koha as well as other upcoming platforms like the Training Management System (TMS) in order to secure the most seamless and meaningful UX.

**2016**                    **Senior Program Development Manager**  
**2017**                    *World Patriarchal Maronite Foundation for Integral Development [WPF], Lebanon*

- Set up from scratch the socio-economic development unit aiming at (a) creation of new job opportunities and (b) improvement of livelihood in the Lebanese remote areas.
- Built partnerships and collaborations with institutions, NGOs, municipalities in order to design grounded and focused interventions that respond to the beneficiaries' needs.
- Drafted policies and procedures governing the foundation and the programs' work including funding schemes.
- Reported periodically to WPF's BoT constituted of 20 successful and prominent business men to secure projects' approvals.

**June 2016**            **Consultant for the Bureau of Consulting and External Programs**  
**Present**             *Saint Joseph University [USJ], Lebanon*

- Supported in the establishment of the consulting office of Saint Joseph University.
- Contributed to the elaboration of the Office's Strategic Plan.
- Advised on Business Development strategies.
- Oversaw communication strategy and material.

**2014**                    **Project Management & Technical Coordination for D-RASATI2 [USAID project]**  
**2016**                    *Regional External Programs at the American University of Beirut [AUB], Lebanon*

*Project Management Responsibilities*

- Participated in the implementation of a national education USAID project alongside Lebanon's Ministry of Education and Higher Education and the Center for Educational Research and Development.
- Managed the project from AUB's side while ensuring regular and seamless coordination with the main implementing agency (World Learning), other subcontracted agencies, and the Ministry counterparts.
- Oversaw on-the-ground project implementation, namely the TOT trainings, the Refresher Training, the field observation visits and one on one coaching.
- Ensured compliance with donor regulations, namely for financial and procurement requirements, M&E, and reporting.

### *Education Specialist Responsibilities*

- Provided technical advice on the development of a quality National ICT Action Plan (AP), based on the National Educational Technology Strategic Plan for Lebanon (NETSP).
- Ensured synergy between AP components: ICT in Infrastructure, Curriculum, Assessment, Teacher's pre- and in-service programs and Leadership.
- Conducted Action Plan validation meetings with national stakeholders to get nationwide feedback and buy-in.
- Overlooked the development of quality ICT Training of Trainers manuals in five subject matters (English, Math, Biology, Chemistry and Physics).

**2013**                    **Program Development Advisor for the Princess Nora University [PNU]**  
**2014**                    *Regional External Programs at the American University of Beirut [AUB], Lebanon*

- Managed and monitored the implementation of programmatic activities as specified by the AUB consulting team and approved by the project Steering Committee of the largest women university with around 53000 students.
- Provided technical assistance to PNU Deans and Directors on project management and during execution, namely to the Faculty of Education, the Deanship of Student Affairs and the Center of Excellence for Teaching and Learning (CETL) while reporting directly to the University President
- Conducted situational analysis and needs assessment of PNU's main project strands to enable AUB to design the most grounded and targeted interventions.
- Coordinated among all three Initiative Implementation Units (IIUs), and monitored progress made and quality of deliverables.

**2012**                    **Project Coordinator for the American University of Abu Dhabi Project [AUAD]**  
**2013**                    *Regional External Programs at the American University of Beirut, Lebanon*

- Managed the project for securing licensure to the American University of Abu Dhabi (AUAD).
- Defined project scope, goals, deliverables, timeline and resources that support business goals in coordination with the Executive Project Manager.
- Conducted research on project-related issues and products, namely research related to Abu Dhabi Department of Education and Knowledge (ADEK) licensure and accreditation standards.
- Coordinated with all stakeholders (Bin Omeir Foundation as client, Ernst & Young for the Business Plan and AUB consultants and administration) to ensure timely and efficient execution of tasks.
- Assisted in developing academic undergraduate curricula.

**May 2011**            **Senior Consultant in Textbooks Analysis and Curricular Coherence**  
**Jan 2012**            *Center for Educational Research and Development [CERD], Lebanon*

- Analyzed and revised the new textbooks (KGs to Grade 2) developed by CERD-
- Ensured vertical and horizontal coherence within the various subjects and progression between the cycles.
- Studied the quality of the material's treatment of learning goals and determined whether the activities are developmentally appropriate.
- Identified the strengths and weaknesses of the material's instructional design.
- Analyzed the content and the specific activities in order to study their alignment with the targeted competences, objectives and resources.
- Examined the readability and visual appeal of the books & the availability and relevance of learning aids and material.

**Jan 2011**      **Project Manager**  
**Jan 2012**      *Samir Editeur, Lebanon*

- Supported in enlarging the visibility and business of the Lebanese book publisher Samir Editeur products and services at the international level, namely in France.
- Screened, organized and participated in international events/exhibitions.
- Supported the e-commerce website creation ensuring a user-friendly platform.
- Enriched the numeric platform with teacher pedagogical e-resources.

**Dec 2009**      **Project Management**  
**Aug 2010**      *SOFRECO - Consultancy & Technical Assistance Company, Clichy - France*

- Supported the Inception Phase of the EU financed project in Syria.
- Conducted a comparative study between the different Research and Development Centers [RDC] in the MENA [Middle East and North Africa] region and other international centers, including various development projects in the MENA region.
- Prepared a list of the various active Arab and pan-Arab institutions in the fields of Education and Social Development.
- Engaged in the headhunting of experts in the MENA region and screening of potential senior and junior experts.

**Nov 2009**      **Research**  
**Jul 2010**      *EIESP -European Institute for Education and Social Protection, Paris – France*

- Conducted research on innovative projects aiming at the acquisition of the eight EU Key Competences [KC].
- Referenced and analyzed the best practices and success stories in the fields of education and training.
- Built a database of innovative projects and tools for trainers and teachers.

**Dec 2008**      **Project Management and Evaluation**  
**Jul 2009**      *IDAP - Institute for developing Household Activities [Institut de Développement des Activités de Proximité], Montrouge – France*

- Evaluated the e-learning platform Proxim Campus for low/non-qualified workers in the domestic sector.
- Set qualitative and quantitative indicators to evaluate the e-learning training tool.
- Interviewed stakeholders as a means to assess the training results and impact: semi-structured and open-ended interviews, focus groups and questionnaires.
- Conceived a tutoring strategy for e-learning.

**Jun 2003**      **Preschool Director**  
**Sep 2008**      *National Greek Orthodox School [ENGO], Tripoli, Lebanon*

- Managed the human resources [staff of around 30 teachers and administrators and over 300 pupils].
- Established job descriptions, self and peer assessment procedures.
- Participated in the steering committee and the coordinator's board of the school and developed disciplinary and transversal projects.
- Set the scope & sequence of the cycle and conceived pedagogical projects and activities.
- Taught languages [English and French] and translation in the secondary classes.
- Organized cultural and social events with the secondary classes (Community-based projects in collaboration with external stakeholders).

**Sep 2000      Teaching Languages and Head of Students' Affairs**

**Sep 2003      Sainte Famille, Lebanon**

- Taught and coordinated French, English & Translation in secondary classes, using ICT.
- Established a students' affairs bureau to create a supporting environment for the learners.
- Organized the students' orientation office activities and provided them with tutoring and counseling in order to empower them.
- Organized cultural, social and environmental projects, like the "Talent Festival" to motivate the students and offer them opportunities for socializing and networking.
- Participated in the preparation and publication of the school's magazine.

**Jan 1997      Translation and Editing**

**Dec 1999      Librairie du Liban Publishers, Zouk Mosbeh, Lebanon**

- Translated medical, scientific, and educational references.
- Edited and revised translations.

**1995            Trilingual Translator & Sworn translator**

**Present        Freelance, Lebanon**

- Translation of reports, advertisements, documentaries, brochures, movies and official sworn translations.

## **TRANSVERSAL SKILLS**

### **Languages**

- **Arabic** [Native Language] – **English and French** [Fluent] – **Spanish** [Beginner]

### **Personal Qualities and Traits**

- Keeping a positive mindset and attitude even under pressure
- Finding solutions using a systemic approach and out-of-the box thinking
- Making decisions in pursuit of priorities
- Delegating while ensuring the achievement of results on time and within budget
- Defining clear and equitable measures of success for teams, creating a sense of ownership and belonging, and ensuring a well-being climate

### **IT Skills**

- Office Pack.
- Project management tools (such as MS Project, Gantt, SWOT).

### **Hobbies & Interests**

- Reading and Writing - Music and Singing - Sports.

### **Social and Cultural Activities**

- Former member of the Municipality Board of my hometown and head of the cultural, social and environmental committee.
- Founding member of the Alumni of my school.
- Active member in civil society organizations and responsible in many youth associations.
- Creation and publication of a monthly socio-cultural brochure.