

## ***Resume***

### **Raghda H. AL Faouri, Ph.D**



#### **Summary:**

Working in the area of Policy formulation, data analysis, monitoring and evaluation and conducting economic studies with more than 14 years of experience in private and public sectors distributed in several fields: Academia, Labour market, Information and Communication Sector (ICT), Anti-Corruption and Airline Business.

I do have a strong experience and education level, possess key strength in many fields stemming from my extensive interest and steep learning curve; a special advanced level of data collection and analysis, empirical economic analysis ( having a special advanced level of applying quantitative analyses (both Time series and Cross sectional) by using statistical and econometric package), trend analysis, feasibility studies, simulation, proficiency in spreadsheets, writing reports and academic papers/proposals, policy- oriented analysis, project evaluation and policy recommendations (on both levels Micro and Macro levels). Reviewing and amending national strategies. Working also as " a Free-Lance consultant" for different economic projects.

I am currently working as president's assistant for international cooperation and full time lecturer at Al Albayt university: Economics section starting Jan 2017. Before this date I worked as Director of policies and international relations in the ministry of labour responsible for five major sections and reporting directly to the higher management (Minister and SG), I also had a great experience in the ICT sector where I was heading the economic unit and strategic planning, in addition to conducting assessment studies and action plans for anti-corruption policies. In the airline business, I have a wide experience in the airline cost and revenue analysis, costing models, route and network analysis and action plans preparation.

My goal is to accumulate knowledge that protects my upward sloping learning curve... translated to innovative achievements.

#### **Personal information / Contact Details:**

Nationality: Jordanian

Date of Birth: June, 22<sup>nd</sup>, 1981

Email:

[Raghda.alfaouri@aabu.edu.jo](mailto:Raghda.alfaouri@aabu.edu.jo)

LinkedIn: Raghda AL-Faouri.

### **Qualifications & Certificates:**

- (2009 - 2014): **Ph.D., Economics**, University of Jordan, Distinction. Thesis entitled:  
" The role of knowledge in motivating economic growth: An empirical study for a selected sample of Arab countries"
- (2004-2007): **MA, university of Jordan, Economics**, Thesis about:" Price Discrimination and Revenue Maximization in the Jordanian Hotel Industry".
- (1999- 2003): **BA , Economics, University of Jordan**, the second Rank of the group, (3.63/ 4)
- (1999): Al Tawjihi, scientific stream.

### **Experience:**

#### **1. Al AL Bayt University (AABU)**

- President assistant for international cooperation, June 2017 till now.
- Full-time lecturer, Economics section, Faculty of Business and Economics (Feb2017-till present): Teaching Macroeconomics, Statistics, Labour economics.

#### **2. Ministry of Labour:**

- **Director of Polices, Strategic Planning and International Relations (May, 2015-Till Jan 2017)/ reporting to the SG and Minister.**

#### **Responsibilities:**

Managing a directorate of 6 sections: (Strategic planning, M&E, Economic studies, international relations (Arabic and international), and Syrian refugees unit./ Reporting Directly to the SG and the minister.

- Prepare and amend the strategic plan for the MoL and the action plan for the projects included the projects within MoL per se or in the National employment strategy (**NES**).
- Participate in the reviewing and amending the NES and the included projects.
- Being a co-chair/ part of the Jordan response plan (JRP) for the livelihood sector and conduct the periodical meetings about the progress of the sector and the included projects in a close cooperation with the implementing Donors and international organizations.
- Being the founder of the Syrian refugees unit in the ministry, provide it with a clear mandate action plans, staff and Job description, coordinate with donors to support to provide financial and technical support (UNHCR has officially supported the unit), prepare data sharing agreements with the needed institutions and organization.
- Being the founder of the Monitoring and evaluation section in the ministry, provide it with a clear mandate action plans, staff and Job description, coordinate with donors to support to provide technical support- capacity building for the staff.
- Prepare the action plan for **Jordan compact/ London conference** which includes MoL responsibilities for achieving the targets for the international communities as a response to the Syrian crisis.

- Managing GIZ projects within the ministry: TWEED, EPP, QUDRA.
- Establish a database for Syrian includes all the details to provide deep analysis and policy recommendations for integrating them in the labour market.
- Conduct analytical studies/ surveys regarding separate issues in the labour market in a close cooperating with DoS and NCHRD.
- Follow up and monitor the employment and unemployment surveys to include the most up to date indicators about Jordanians and Non- Jordanians closely with DoS.
- Participate in preparing ToR for studies conducted by other parties (outsourcing) and monitor the progress of the implementation.
- Work closely with international organizations to support MoL activities regarding the labour market, fund raising and writing proposals for employment and training programs.
- Review MoL role within the national policies: EDP, Vision 2025, HRD, NES in a close cooperation with MoPIC and Provide periodical Monitoring reports.
- Prepare analytical reports for H.E the minister and the SG and for the needed topics.
- Arrange for H.E attendance in national/ international events (material, speech, presentations, etc)
- Arrange for H.E meetings with the donors and the ambassadors and follow up with the need areas of cooperation.
- Prepare, review and amend the international agreements for the area of labour market.
- Propose training and employment programs for Jordanians to mitigate the impact of high unemployment especially among youth and females.
- Provide policy recommendation for integrating females in the labour market.
- Review the Int. ranks of Jordan in the international reports to monitor the updates and improvement in labour market related issues.
- Represent MoL in the domestic and international events, Discussion sessions.
- Arrange for the UFM (Union for mediterranean ) a ministerial meeting which was conducted for the first time in Jordan.
- Monitor the best practices in other countries for labour market related issues.
- Work closely with data providers on the national level and international level endeavor to establish MoL data base (DeVINFO and a trial).
- Manage the work closely with ALO, ILO, GIZ and UNHCR mainly for the employment and training projects.
- Participate in the TVET projects and policy recommendations.
- Being the focal point for MoL to network with other gov institutions.
- Prepare and follow the correspondences with the embassies in a close cooperation with MoPIC.

- Arrange with UNHCR and ILO to provide budget support for MoL (Syrian refugees section, inspection section..etc)

### **Achievements**

- Being the founder of the M&E section in the directorate for the first time with its mandate clear and provide it with the needed staff and tools.
- Being the founder of the Syrian refugee's unit with a clear mandate as a response to the Syrian crisis to the overall economy and labour market in specific.

### **3. Ministry of Information and Communications Technology (MoICT)**

- **Acting Director of policies and strategies for two periods/ Report Directly to the SG :**

July, 13<sup>th</sup>, 2013 till August, 4<sup>th</sup>, 2013 and

June, 29, 2014 till August,31, 2014

- **(Nov 2012 till end of April 2015):** Head of Economic section and acting head of strategic planning section.
- **(Feb 2012 till Nov 2012):** Acting Head of Economic Section/(MoICT).
- **(Aug2009 – Feb 2012):** Economic Researcher, Ministry of Information and Communications Technology (MoICT), Policies and strategies Directorate/Economic Section:

#### **Responsibilities:**

- Conduct surveys for ICT usage and diffusion in households and business in a cooperation with DoS (The Department of Statistics): (prepare/ revise the questionnaire, report) and perform the required Intensive analyses.
- Perform economic studies under the area of ICT in Jordan and the sector's economic impact (Micro and Macro Level) using statistical relations and regression analysis.
- Prepare studies for evaluating the current policies related to ICT sector; propose possible remedies or new ones.
- Evaluate the current Economic performance of the ICT sector per se and its role in enhancing the overall economic performance, collect and monitor the ICT sector's KPI endeavor to enhance the sector's economic performance.
- Manage and oversee the "ICT in Schools" survey in Jordan (Diffusion and usage in both public and private schools) in cooperation with MoE (Ministry of Education) and JEI (Jordan Education Initiative). (a Project Manager)
- Interact with other departments or external parties/ stakeholders for any joint-ventures overlap/interact with the ICT sector.
- Prepare the annual plan for the economic section and the related estimated budget.
- Review, assess and amend the national ICT strategy (NIS) in a cooperation with the related stakeholders, and prepared the detailed action plan to be performed with stakeholders.

- Monitor and evaluate the status Quo of the NIS, prepare progress reports, and provide corrective actions for any possible deviation to ensure the effectiveness and efficiency of the progress.
- Review the annual plan for the policies and strategies department and, monitor and evaluate the current projects and take the corrective actions \_if needed.
- Analyze the international reports to assess the current situation of ICT sector in Jordan and provide a road map to enhance the rank of Jordan accordingly.

**Achievements:**

- Develop an excel model to test for the impact of ICT sector on Jordanian Economy depending on ISIC- 4 digits level. (Continuous): The Economic Impact of ICT on Tourism, Real estate Sectors in Jordan.
- Develop an excel model for the ICT usage in Jordanian entities segmented by the ISIC (4 digits) classification.
- Measure the impact of ICT on people with disabilities, study prepared for HCAPD for the first time.
- ICT workforce Needs Assessment study: analyze results and write the corresponding report.
- Being the Model employee for the year 2010.

**4. Jordanian Anti-Corruption Commission (JACC):**

- (Feb2008-Aug 2009): Economist, Policies & Studies Section, Prevention Department:

**Responsibilities:**

- Conduct field studies of the business environment in order to identify areas where corruption exists
- Prepare studies about corruption, Transparency, Governances...etc and the possible impact on several fields.
- Monitor and evaluate the rank of Jordan in the global reports/ publications, mainly the Transparency International (TI) and its related indices such as CPI.
- Conduct surveys and Economic studies; analyze the possible relations and the impact of selected variables on corruption and vice versa.
- Participate in amending the general strategy for JACC; the prevention side.
- Prepare the detailed action plans for the projects of the section.

**Achievements:**

- Participate in preparing a complex study accompanied with survey about the impact of corruption on Jordanian economy and the business environment.
- Prepare studies about the two - corruption sides: Prevention and Remedies.
- Participate in the awareness sessions for some stakeholders to spread and reassure the importance of anti-corruption actions.

**5. Royal Jordanian Airlines (RJ):**

- **(2004-2008): Supervisor**, Network Planning and Alliances Division:
- **(2003-2004): Senior Officer**, Network Planning and Alliances Division

**Responsibilities:**

**1) Performance section: (2003, Senior Officer)**

- Forecast both revenue and yield for: passengers, excess baggage and cargo on monthly basis for different seasons for all RJ operating routes.

**2) Scheduling section: (2003, Senior Officer)**

- Share the ideas of preparing airline Schedule for different seasons matching supply side with demand subject to the international standards.
- Resolve Adhoc requests for changing aircrafts' capacity.

**3) Pricing Section/ (2004, supervisor)**

- Evaluate groups' requests for every single area according to the peak and off- peak seasons in order to get the best passengers mix endeavor to maximize revenues. (applying the yield management discipline)

**4) Network planning and alliances: (Supervisor)**

- Prepare pre-feasibility studies for establishing new markets/ routes.
- Analyze the market, forecast new possible areas of concern, study the development of the current market, competition, demand on specific markets, and any other requirements to prepare market analysis.
- Monitor and analyze KPI; RPKs, ASKs, ancillary revenues, breakeven points for different RJ routes.
- Set the "Revenue Target" for RJ destinations that should be achieved during a certain period considering the current and future status for those destinations.

**Achievements:**

- Organize the process of adhoc scheduling requests (upgrades and downgrades, extra requests) for the first time in RJ.
- Being the developer of RJ Groups' policy for groups' bookings, cancellations and no-shows constructs the base of Groups' System in RJ.
- Prepare an automated evaluation model for the groups requests based on Revenue- cost analyses accompanied with applying Revenue management Discipline for the peak, off peak periods.
- Prepare a complex but automated models for RJ network, (for the direct and indirect routes), feasible for comparing different cost drivers on different routes representing the corner stone for RJ operating plan.
- Prepare preliminary studies for the renewal of RJ fleet including the Evaluation of different proposals for new types of aircrafts (Airbus, Boeing) in order to set the right type with right size to the right route according to the RJ strategic plans.

- Prepare a very friendly simulation for RJ operating costs working on sensitivity analysis for the cost drivers.
- Pre-departure models acting as the input for "RJ Network System Optimizer".
- Organize the process of charter flights.

#### **Training Courses:**

- Oct 2004," **Intermediate Excel Course**", Arab academy for Microsoft Technology, Amman.
- APR 2005," **Internal Auditing Course**", SGS, Amman.
- Nov 2006, "**Supervisory Skills**", Meirc Training Center, Amman
- MAR /APR 2007," **Serving to gather**" course, Amman.
- APR 2007, "**Feasibility Studies & Route Analysis**", International Consulting & Training Network (ICTN), Amman.
- 2007, **Managerial Skills**, Optimiza Academy.
- May 2009, **SPSS**, **National Institute for Training**, Amman.
- July 2009, **Analyzing Financial Statements by using computer**, institute of Banking studies, Amman.
- June 2010, June, **Proclarity system Training**, NCHRD, Amman.
- June 2011, **Measuring the ICT Indicators in Enterprises and Business Sector**, ITU and UNCTAD, Amman.
- July 2011, "**Modified Core Indicators and Composite Ones in Information and Communication Technology**", ESCWA, Amman.
- NOV 2011, "**Devinfo Program Training**", Training Center, Department of statistics, Amman.
- Nov 2011, "**How to write a winning Proposal**", ERF, Cairo.
- Dec 2011, "**Writing Effective Evaluation Reports**", TEL, Amman.
- Sep,2012:" **Sampling techniques**", DoS, Amman.
- Dec, 2014: " **Economic competitiveness**", MoPIC, Amman.
- 2015-2017: Represent MoL in many events: London conference for Syrian crisis, provide presentations and being a key speaker for many event: UfM ministerial meeting, UfM technical meeting for Job Creation, Candid foundation and YouMatch (<http://conference.candid-foundation.org/conference/committees/boosting-employment-through-job-matching.html>)

#### **Workshops and conferences:**

- "**Airlines Revenue Proration**", Thailand, Bangkok. ( 2004)

- **“Introduction to Network Planning and ARABESK”** :( training course and technical meeting), Lebanon (2006).
- **“Anti-Money Laundry”**, JACC , Amman.(2008)
- **“The Role of Religion in fighting Corruption”**, JACC, Amman.(2008)
- **“Training of Trainers (TOT)”**, JACC, Amman.(2008)
- **“Jordan Economic Forum”**, Amman, (2010)
- **“I-O Tables Publishing”**, DoS, Amman, (2010)
- **“ICT indicators and Capacity Building for ICT Measurement in Arab Region”**, ITU, Amman, (2010).
- **“Measuring and assessing the ICT workforce”**, MoICT, (2010).
- **“Jordanian Labor Market Panel Data Dissemination Seminar (JLMP)”**, ERF and Dos, Amman, (2011)
- **“The Fifth Forum on Statistical Capacity Building for Arab Countries: Statistics, Media and Policy making”**, WB. ESCWA, IDB, PARIS21,Amman (2011).
- **Standardizing Information Society Measurement Models in the ESCWA Region**, ESCWA, Beirut, (2011).
- **Many economic and labour market conferences inside and outside Jordan.**
- **Erasmus+ Program, Focal points meeting, Rome, 2017.**
- **International Visitor leadership program (IVLP), USA, Feb-Mar2018.**

#### **Computer/ communication Skills :**

- Excellent knowledge of Microsoft office, Professional level of using Excel: (spread sheets, sensitivity analysis, Pivot tables).
- Statistical and Econometric Packages: SPSS, E-Views.
- Arabic: mother tongue.
- English: Excellent command of English: written & spoken, TOEFEL ITP.

#### **Research and studies:**

- **The role of knowledge in motivating economic growth: An empirical study for a selected sample of Arab countries"**, Unpublished PhD thesis, university of Jordan, 2014.
- **Price Discrimination and Revenue Maximization in the Jordanian Hotel Industry**, unpublished MA dissertation, the University of Jordan.
- **The Determinants of Private Sector Credit in Jordan: the 2000-2009 behavior:** (2011), Conference paper prepared in a cooperation with other colleagues: (Global financial crisis ...lessons and challenges), King Talal school for business, Princess Sumayya University for Technology, 17-18 July, Amman, Jordan.

- **Assessment of Other reports and studies:**

- Assessment of the Economic Impact of ICT on Tourism Sector in Jordan, (2010), MOICT.  
<http://moictportal.arabiacecell.biz/uploads/Real%20estate%20analysis%20report%20sep%20302011%20new.pdf>
- Assessment of the Economic impact of ICT on Real Estate sector and its related activities: (the case of Jordan), (2011), MOICT.  
[http://moictportal.arabiacecell.biz/uploads/studies/assessments/assessment%20\(Tourism%20Final%20report%20july%202010\).pdf](http://moictportal.arabiacecell.biz/uploads/studies/assessments/assessment%20(Tourism%20Final%20report%20july%202010).pdf)
- Assessing the status Qua of woman in the Jordanian labour market, National center for human resource development (NCHRD), Arabic study.  
[http://www.almanar.jo/ar/documents/women%20study\\_Final\\_2014.pdf](http://www.almanar.jo/ar/documents/women%20study_Final_2014.pdf)
- The cost of inert-Arab Trade: Empirical study, Talal Abu Ghazaleh in cooperation with the league of Arab states.
- Baseline study for "Voices 4 change" , Global Nomands group.

**References:**

Will be furnished upon request.

Professional experience and Projects				
Date from - Date to	Location	Company	Position	Description
1 sept 2013- 15 sep 2013	Jordan	NCHRD	Economic analyst .	Conducting an economic study for assessing the status Qua of woman in the Jordanian labour market, National centre for human resource development (NCHRD). <a href="http://www.almanar.jo/ar/documents/women%20study_Final_2014.pdf">http://www.almanar.jo/ar/documents/women%20study_Final_2014.pdf</a>
2014	Jordan	MoE, JEI and MoICT.	Head of Economic unit, Project coordinator	Conduct an assessment study for the impact of ICT on the schools in Jordan (Both public and Private). A census had been conducted to collect the needed indicators for the quantitative part and focus groups were conducted overall the country for students, teachers and parents.
2014	Jordan	International Group for consulting and training (IGCT).	Economic analyst and consultant.	Assessment study for cost of inert-Arab Trade: Empirical study, to estimate the amount of the trade, Talal Abu Ghazaleh in cooperation with the league of Arab states. Econometric analyses-panel data were applied.
May 2013	Jordan	Jordan education initiative with Voices for change/ Global Nomand Group.	Consultant	Conduct a field study (quantitative and quantitative ) for assessing the democratic features of youth interventions, willingness to volunteer work, and the understanding of accountability and social integration in Jordan, Egypt and Lebanon. key informant interviews, surveys and focus groups were conducted
2015-current	Jordan	Ministry of labour		<ul style="list-style-type: none"> <li>Assessing many projects and proposals and interventions under the employment and training programs funded by the donors for both Jordanians and non- Jordanians.</li> <li>Assessing projects under Jordan compact and Syrian crisis that belong to Jordan response plan.</li> <li>Assessing TVET project proposals provided to the ministry of labour.</li> <li>Donor Mapping assessment.</li> </ul>
2017	Jordan	International Labour Organisation (ILO)	Economic analyst and consultant.	Conduct a field study for The Impact of Formulation (Work Permits) on the Lives of Syrian Workers in Jordan, questionnaire designing, data analysis and report writing. Will be published very soon.

2018	Jordan	NCHRD	Economic analyst	Assessing the Gap between demand and supply in the ICT sector (will be published soon).
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