

Sameera Qadoura

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Area of Work: Training, Communication and Outreach Advisor

Experience Summary

MS Sameera Qadoura is a Training and Communication Specialist with more than 20 years of experience in project management, training design and delivery, small business development, gender and youth inclusion. With intensive experience in managing EU and USAID-funded programs. Expertise includes designing and managing community-based credit programs, conducting qualitative research using the Participatory Rapid Appraisal (PRA) methodology, designing and conducting training programs, and manuals. From 1998 to present she has directed the strategic communication and outreach component in support of USAID Jordan Economic Development Programs, managed by Chemonics, Bearing Point, Deloitte, and Financial Markets International, covering social marketing, outreach and awareness initiatives to engage target groups, create jobs and enhance employability of women, and university graduates through public private partnership and dialogue activities, as well as local economic development initiatives in cooperation with universities, NGO's and government entities.

Professional Certifications

- Diploma in Social Marketing from the Chartered Institute of Marketing(CIM) in UK (2014)
- Certified Participatory Budgeting Trainer (2013)
- Certified Trainer for George Washington University/ for the Event Management Certification Course.(2006-Present)
- Certified Conflict Management Trainer (2005 – 2009)
- Certified Microfinance Specialist and Master Trainer, for the Sustainable Microfinance Training Program "SMTP" - the first Arabic sustainable microfinance training curriculum in the region- (1999 – Present).

Affiliations

- Chairperson of "Rasheed -Transparency International- Jordan" 2020 – Present, and as board member since 2016
- Founding member of the International Business Women Committee / Palestinian Business Forum - UK 2014 -2015
- Founding member of Microfund for Women (MFW), and served as board member for three terms, MFW is a local Jordanian Microfinance organization, providing credit for women to run their businesses (1999 – 2005)
- Member in Jordan Inbound Tour Operators Association (2006 – 2015).
- Member in the Agriculture Engineering Professional Association (1987 – Present).

Chronological Employment History and Duties Performed

Director of Communication and Outreach USAID Business Growth Activity Amman, Jordan (Jan.2022 - Present)

A \$47M five-year USAID funded project supports Jordan's small and medium enterprises (SMEs), including Start-ups, to improve their productivity and competitiveness, create employment, foster innovation, and promote economic growth.

My responsibilities include developing communication strategies and oversee the implementation of internal and external communication tools to inform SMEs and startups about the project's services and opportunities. Strategies utilize various tools, including social media channels, to cover key areas such as competitiveness, business growth, and access to capital.

Additionally, aligning the communication methodology with the project's implementation phases and progress, highlighting successes related to the project's approaches and the results achieved by SME beneficiaries.

ICMD – Aim for results – Founder Sub-contractor and Freelance Consultant Amman-Jordan (March 2012 – December, 2021)

International Company for Management and Development "ICMD – Aim for results". ICMD is a private consultancy firm, a local counterpart for internationally funded projects, providing management services in communications, public relations and outreach services, microfinance, and enterprise development.

Salient achievements:

- Nov. 2019 – Present Supporting the EU funded programme "Support to the Rule of Law in Jordan" by ensuring the visibility and outreach of the programme, and supporting the efforts of the Jordanian counterparts towards achieving the communication related objectives of the Justice Reform, for DMI Associates.
- Nov. 2020 – March 2021 Supported the USAID funded Project "Rule of Law" to prepare the communication strategy for the "National Centre for Human Rights", and strengthen the communication and media skills of their staff, for Tetra Tich.
- Jan. 2018-May 2019 Supported the UNICEF-Amman funded project for the development of a communication plan for the "National Social Protection Strategy", for To-Excel.
- Nov. 2017- May 2019 Supported the EU- funded project "Technical Assistance for Public Administration Reforms for Improved Service Delivery to Citizens" through supporting the MoPSD / MOICT communication and visibility process and supporting the implementation of the communication and visibility plan, organizing and supporting of project related public awareness and visibility events, preparing the project related visibility materials and contributing to the Project Reports, for Human Dynamics.
- April 2017- Aug. 2018 Supported the EU- funded project "Technical Assistance for Public Financial Management Reforms" by designing the project communication and visibility strategy, and assist in the implementation of the strategy, for Expertise France.
- January & April 2018 Designed and delivered the "Communication and Media Relation" three Workshops in Amman, Dead Sea, and Aqaba for 60 participants from Ministry of Justice, Judicial Council, and Judicial Institute of Jordan, as an

activity under the EU-funded project "Supporting Justice Reform in Jordan", for Amawi, Takroui, & Associates (ATA).

- Oct. 2017-Nov. 2018 Support the EU- funded project "The National Aid Fund Technical Assistance on Communication Strategy" in the area of staff capacity building, for PROMAN.
- Nov. 2016-March 2017 Supported the EU- funded project "Technical Assistance for Public Administration Reforms for Improved Service Delivery to Citizens" through supporting the implementation of the communication and visibility plan, organizing and supporting of project related public awareness and visibility events, preparing the project related visibility materials and contributing to the Project Reports, for Human Dynamics.
- May-Sept. 2016 Implemented the client feedback survey system including: review the client feedback model, develop tools to collect and analyze data, conduct a pilot of the Impressions and Client Feedback Survey in three MOH facilities, and develop a guideline manual and training materials in English, for use of the client feedback system in MOH facilities, for USAID Human Resources for Health (HRH2030), for Chemonics.
- May-June 2016 Designed the branding component of the transformation strategic plan for the "Institute of Public Administration", as part of the USAID Rule of Law and Strengthening Public Accountability Project, for Deloitte.
- Nov. 2014-Feb. 2016 Updated the "National Frame Work for Family Protection Against Domestic Violence" for the National Council for Family Affairs.
- Nov. 2014-May 2015 Carried the survey study about hotlines for child protection in Jordan, for the National Council for Family Affairs.
- Nov. 2013-Sept 2015 Assisted the MEPI funded project, managed by Deloitte in Tunisia to restructure and upgrade the communication functions within the Chamber of Commerce and Industry in Tunis by: Conducting a communications audit of the Chamber to identify the gaps between current status and international best practices, assisting the Chamber to design and develop a detailed communications action plan, assist the Chamber in institutionalizing the process within the Chamber's operational structure to ensure sustainability, and building the capacity of the Chamber's communication officer(s) through remote and onsite on job training, coaching and mentorship through September 2015.
- July 2014 Provided capacity building for the Investment Commission in Al Anbar on how to promote the investment opportunities.
- Oct. -Nov.2013 Provided the Jordan Strategy Forum with event management and communications advisory services.
- Feb. -Oct. 2013 – Assisted the EU funded project The Baladiaty in developing external communication strategies to publicize municipality support for Local Economic Development (LED) amongst key stakeholders, and build the capacity of the relevant Municipal staff to develop practical communication tools to support the implementation of communications and visibility activities.
- July 2012 to Aug. 2013 Supported the Fiscal Reform project with outreach and media advisory services, by developing outreach and media campaigns for their main partners: Ministry of Finance and Ministry of Energy and Mineral Resources
- July 2013-Feb. 2013 Developed the External and Internal Communication Strategy and Manual for the SME's Financing Program JEDCO.
- July 2011-2012 Designed and conducted the "TOT - Sustainable Microfinance Training Program" attended by 30 participants from microfinance institutions in Sudan. For the Institute of Banking Studies in cooperation with the Sudan Academy for Banking and Financial Sciences.
- June 2012 Trained university students in Amman and Zarqa to be part of an advocacy effort to eliminate violence against women.
- April-May 2009: Conducted an outreach program to school students: Care for Trees in Jordan, to raise the awareness of the Jordanian youth about the importance of environment and voluntary work, through active participation, to increase their

knowledge regarding environmental issues and link them with related initiatives and organizations. For AlShajarah (local NGO) and Netherland Embassy in Jordan.

**Public Private Dialogue and Outreach Solution Leader
USAID Jordan Economic Development Program
Amman, Jordan (Nov.2006 - March 2012)**

A \$71M five-year USAID funded activity aiming at increasing the economic opportunities in Jordan. My Responsibilities included managing six full time staff members, and more than 50 contractors and short term consultants. Managing public and community outreach activities, awareness campaigns, PR events, training programs, media relation and economic media capacity building with a portfolio around \$10M, to enable the positive change of mindsets of Jordanian citizens in terms of perceptions towards issues hindering the growth of businesses and productivity, through facilitating a change in mindsets and attitudes in the public and private sector, and encouraging the public sector and academia to be prompted in responding to required changes and improvements.

Salient achievements:

- Implemented the "Sharaka" campaign for workforce skill development to highlight the positive impact of public private partnership to bridge the gap between market demands and education output.
- Launched the nursing public awareness campaign "My Ambition... Your Ambition" that aimed to change the mind set of school girls in Maan, Karak, Amman, and Irbid to encourage them to enroll in nursing programs, and to consider nursing as a profession.
- Held over 38 interactive theatre performances at public outreach events at job fairs, youth festivals, and campaigns, to engage grassroots, build trust, stimulate dialogue and equally important changing mindsets, targeting university students and working women to address sensitive issues around unemployment, voluntary work and work ethics.
- Conducted an outreach plan targeted women and community leaders in the remote area of Shouneh to encourage them to apply and work at the new Satellite Factory established in their area, to enable a positive change of mindsets in terms of perceptions that hinder growth of businesses and community engagement.
- Devised and executed a targeted outreach initiative highlighting Jordanian ICT workforce capabilities for the benefit of a potential investor. The multinational investor was conducting a market survey to determine a location for future expansion. As a result of the Program's campaign, the potential investor received more than 3,500 ICT applications in three weeks, yielding the highest response among countries being considered.
- Conducted public awareness targeting the Energy, Water, and Environment sector to eliminate waste and enhance effective productivity and usage. The Program's support to the Eco-Cities of the Mediterranean Forum in 2008 resulted in the formation of a committee to institutionalize the forum as a launching platform for environment protection solutions.
- Program launched 13 awareness campaigns, including the nationwide branding campaign for investment, "Turn to Jordan," which has been widely adopted by targeted economic sectors for their activities at home and abroad. In addition, the Program introduced creative communications solutions such as interactive theater and utilized social media sites.
- The Ministry of Labor took note of the Program's creative communications approaches and requested assistance in developing a campaign to highlight youth participation in the workforce through skills upgrading in response to changing job

market needs. As a result of a campaign that targeted ICT private firms, 1,100 new ICT graduates were employed.

- Supported the Ministry of Finance in the design and implementation of a public outreach program for the Government's economic reform package that included at the time - the new Tax Law and its amendments. To cover this, Outreach efforts included conducting consultation meetings with all stakeholders from public and private sectors, press releases and varied media activities, including the generation of two leading economic magazines cover stories, 116 press clippings, 11 radio interviews, 4 TV interviews, and two press conferences among others.

Manager- Training and Communications Department USAID Achievement of Market-Friendly Initiatives and Results (AMIR I & II) Programs Amman, Jordan(Feb. 1998– Oct. 2006)

A \$139 M USAID-funded Program aiming at increasing the economic opportunities in Jordan involving investment promotion, legal and regulatory reform, microfinance and financial markets revitalization, and ICT initiatives.

My Responsibilities included managing a team of seven full-time employees, more than 20 short term consultants and independent contractors. Supervising all outreach and communications initiatives related to all components under the Program, in addition to the development and implementation of procedures and systems based on USAID's regulations, and ensure smooth function of the Outreach and Communications Department in all respects. Developing and monitoring budgets and work plans for the Program training and communications activities.

Work closely with the Sustainable Microfinance Component in the AMIR Program, as a Certified Microfinance Specialist and Master Trainer, my responsibility included managing and developing the Sustainable Microfinance Training Program "SMTP" - the first Arabic Sustainable Microfinance Training Curriculum in the region-, and coordinated the program marketing strategies with the Institute of Banking Studies and CGAP. Delivered and supervised 38 basic and advanced courses attended by more than 500 managers and practitioners.

Education

- **University of Jordan**
B. Sc. in Human Nutrition & Food Processing
Faculty of Agriculture
1983 - 1987

Languages

- **Arabic** (Native, fluent, Written and spoken)
- **English** (fluent – written and spoken)

Geographic Experience

Jordan, Egypt, Iraq, Lebanon, Syria, Algeria, Morocco, Dubai, Tunisia and Palestine.

Publications

- Nov. 2014 – May 2015 Prepared the study “Hotlines for Child Protection in Jordan”, for the National Council for Family Affairs.
- Feb.–Oct. 2013: Developed internal and external communication strategies to publicize municipality’s support for Local Economic Development (LED) amongst key stakeholders in 9 municipalities in Karak Mafraq and Zarqa. For the EU funded project Baladiaty.
- July-Feb. 2013: Developed the external and internal communication strategy and manual for the SME’s Financing Program funded by USAID.
- Feb. 2008: Designed and prepared a series of 12 packages and TOT training manuals for the Community Empowerment Program. For UNICEF Jordan.
- Sept. 2006: Reviewed and Edited the CGAP “Training of Trainers” course materials, and developing Sanabel’s glossary. For CGAP / SANABEL.
- July-Sept. 2006: Developed the advocacy manual “Involving Youth in Advocacy Efforts to Eliminate Violence Against Women”. For the Arab World Center for Democracy Development / Freedom House.
- Oct. 2007: Designed and prepared the training program “Media Relations Course”
- May 2004: Designed the training program “Event Management – Audio Visual Course”.
- Feb. 03-March 04: Supervised the development of the EM Software, three versions been developed: Access and SQL for the AMIR Program, and a stand-alone version for AMIR Partners.
- March 2003: Designed and prepared the training program “Event Management – Basic Course”.
- April 2000: Reviewed and modified the first Arabic Sustainable Microfinance Training curriculum in the region.
- Jan.-Feb.98: Designed and prepared the training manual “Business Counseling” for UNIFEM / Jordan.
- Sept-Oct. 1995: Designed and prepared the training manual “Designing and management of community - based credit schemes” for Development and Employment Fund (DEF) for the decision makers and practitioners from six intermediary development agencies
- Feb.-March 1995: Participating in preparing the regional training manual of “Gender and Development”.
- June 1994: Designed and prepared the training manual “Selection of Women Entrepreneurs” that helps practitioners in screening and selecting entrepreneurial women.
- Dec. 1993: Participated in developing a training film on PRA methodology
- Sept. 91-March 1993: Documented the project cycle of the community - based credit schemes, preparing reports on partner development agencies and communities that implement the approach on the grassroots level.
- Aug.-Oct. 1992: Designed the training manual “Assisting Entrepreneur Families to start their own Businesses” for UNRWA .This manual aims at assisting entrepreneurial women to study, evaluate their business ideas and prepare a preliminary feasibility study for financing purposes.
- Sept. 90 - Sept.91: designed / implemented a primary health care TOT manual, covering all aspects related to preventive health care.