

Sahar N. Al-Yousef

Organizational Transformation & Capacity Development Leader

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Strategic, entrepreneurial, and results-driven development leader with over 25 years of experience driving institutional reform, organizational transformation, and human-capital modernization across the public, private, and civil-society sectors in the MENA region. Partners with leading donors—including the World Bank, GIZ, USAID, FCDO, EU, and MEPI—to advance governance reform, design modernization frameworks, build organizational and human resources capacities and embed innovation-driven, results-based management systems.

Recognized for connecting strategy, people, and processes to build agile, transparent, and learning-oriented institutions. Combines expertise in organizational design, capacity-building systems, and digital transformation with a practical understanding of public-sector reform and private-sector competitiveness. Leads multi-stakeholder programs that promote gender-responsive governance, institutional resilience, and sustainable economic empowerment.

Core Competencies

Institutional Reform & Governance: Organizational performance assessment and benchmarking; institutional restructuring; governance and policy frameworks; strategic planning and alignment with national modernization agendas.

Human Resources Capacity Development: Competency-based training frameworks; training function design and institutionalization; leadership and management development; design and deliver competences-based training, coaching and mentorship programs.

Business Innovation & Change Management: Business process reengineering; organizational culture transformation; adaptive management and continuous improvement; business model innovation; agile leadership and systems thinking.

Monitoring, Evaluation & Learning (MEL): Results-based management (RBM) frameworks; MEL system design and implementation; KPIs development; data-driven decision-making; institutional learning and knowledge management.

Private Sector, MSME & Economic Development: Export development and promotion; market research and access-to-finance mechanisms; SMEs growth and competitiveness strategies; employment promotion and livelihood improvement.

Gender Equality, Inclusion & Policy Advocacy: Gender mainstreaming frameworks; institutional gender audits; inclusive governance structures; women's economic empowerment strategies; public policy advocacy and stakeholder dialogue.

Cross-Cutting Strengths: Program and grants leadership; strategic communication and outreach; partnership building and donor relations; proposal development and reporting; cross-cultural team leadership; strategic foresight and reform sustainability.

Education | Certifications | Languages

Education: Master of Business Administration (MBA) – Manchester Business School, UK, 2012 | B.Sc. in Industrial Engineering – University of Jordan, 1992.

Professional Certifications & Specialized Training: Corporate Directors Program (CDP) – IFC / Jordan Institute of Directors | Strategic Planning Expert (CYPRESS©) – Deloitte Consulting | Sustainable Learning Transformation Expert (SLT©) – Deloitte Consulting | Project Management Professional | ISO 9001:2000 Lead Auditor – IRCA Certified | SMEs Export Development Trainer – ITC Model | Training of Trainers (ToT) Expert – Deloitte Consulting.

Languages: Arabic – Native | English – Fluent | French – Intermediate

Key Achievements

- **Partnered with over 250 public institutions, SMEs, NGOs, and CSOs** across Jordan, Tunisia, Syria, Palestine, and Oman to design and implement organizational transformation roadmaps that improved institutional efficiency, governance, and service delivery.
- **Led complex reform and capacity-building programs** strengthening governance systems, human-capital frameworks, and operational performance across multiple ministries and agencies.
- **Developed, institutionalized and executed competency-based capacity-building frameworks and training programs** resulting in measurable performance improvement and long-term reform ownership.
- **Pioneered innovation-driven change models** linking digital transformation, process redesign, and business model innovation to enhance agility, accountability, and continuous learning in public institutions.
- **Designed gender-responsive transformation frameworks**, including national gender audit tools and institutional excellence standards, later adopted by ministries and NGOs to advance women’s empowerment and inclusion.
- **Directed strategic communication and advocacy initiatives** that improved stakeholder engagement, policy coherence, and donor visibility—bridging reform objectives with institutional transparency and citizen trust.
- **Built sustainable partnerships and learning ecosystems** embedding Monitoring, Evaluation, and Learning (MEL) systems to ensure data-driven decision-making, adaptive management, and long-term sustainability of reforms.

Professional Long-Term Experience

World Bank Jordan Statistics Modernization Project - Department of Statistics
Project Coordinator & Organizational Development Advisor

Aug 2022 – Dec 2025

Lead the design and implementation of Project’s activities to strengthen governance, performance and institutional capacities.

- Coordinated collaboration with EU, UK ONS, and ESCWA to align reform priorities.
- Designed and implemented capacity-building and coaching programs improving staff performance and leadership readiness.
- Contributed to the National Data Center’s organizational design and operational framework.
- Co-authored the National Statistics System Development Strategy (NSDS 2025–2029) and DoS institutional strategy, embedding reform alignment with national modernization agendas.
- Directed internal communication and visibility initiatives enhancing engagement and transparency.

GIZ – Trade for Employment Project / ICON Institute, Jordan
Deputy Team Leader & Export Development Capacity Building Advisor

Feb 2020 – Oct 2021

Supported GIZ’s flagship trade and employment initiative by strengthening export service institutions and enhancing national export competitiveness.

- Designed and institutionalized export service models for Jordan Exports, JCI, and partner agencies, improving service quality and operational consistency.
- Established a national pool of certified export-development experts and delivered competency-based Training-of-Trainers (ToT) programs.
- Guided the restructuring and HR framework of Jordan Exports, embedding governance and accountability standards.
- Managed workplans, donor coordination, and performance monitoring ensuring alignment with GIZ results frameworks.

USAID – Fiscal Reform & Public Finance Management Program / Deloitte Consulting LLP Jun 2016 – Feb 2020
Component Lead – Human & Institutional Capacity Development and MEL Advisor

Led institutional and human-capital reform under USAID’s flagship fiscal modernization program, advancing performance maturity and self-sustained reform within the Ministry of Finance and affiliated departments.

- Directed the design and implementation of Deloitte’s Sustainable Learning Transformation (SLT©) framework, institutionalizing competency-based training systems and ToT programs.
- Developed governance structures, staffing plans, and operational frameworks for new MoF directorates, embedding results-based accountability.
- Managed the Exit Strategy enabling government ownership and reduced reliance on external assistance.
- Oversaw MEL systems ensuring compliance with USAID standards and data-driven decision-making.

GIZ – Financial Inclusion Promotion in the MENA Region May 2015 – Jun 2016
Component Lead – Organizational Development Specialist

Led organizational reform and capacity development for Jordan’s Development and Employment Fund (DEF) to advance national financial inclusion goals.

- Reengineered processes and governance structures to enhance efficiency and accountability.
- Designed policy action plans and monitoring mechanisms for DEF, the Central Bank of Jordan, and microfinance institutions.
- Established a donor coordination and MEL framework to track reform progress and ensure sustainability.

MEPI - Tunisian Chambers Capacity Building Program / Deloitte Consulting LLP Oct 2012 – Apr 2015
Senior Organizational Development Consultant & Advocacy Advisor

Strengthened institutional performance and governance of Tunisia’s Chambers of Commerce through restructuring, HR reform, and policy advocacy.

- Institutionalized advocacy functions and launched campaigns positioning Chambers as key economic development actors.
- Designed and executed export development and training programs supporting SMEs’ market access and competitiveness.
- Managed USG-compliant grants programs, building partners’ financial and administrative capacities for sustainability.

USAID – Jordan Economic Development Program / Deloitte Consulting LLP May 2007 – Feb 2012
Component Lead – Institutional Transformation Specialist

Led institutional transformation initiatives under USAID’s flagship economic development program, enhancing competitiveness and service delivery in over 30 public and private entities.

- Strengthened capacities of Chambers and associations to deliver demand-driven services and institutionalize advocacy functions.
- Designed and implemented export-development and training programs enabling SMEs to expand into regional and international markets.
- Managed a \$3M annual component budget and multidisciplinary expert team, delivering measurable institutional performance gains.

Earlier Professional Background

2005 – 2007	Accreditation Director, The Accreditation Council, Ministry of Higher Education, Jordan
2001 – 2005	Operations Manager – Eclipse for Wireless Devices Trading Co., Jordan
1997 – 2001	Managing Partner - Specialized Tools Center, Jordan
1992 – 1997	Design and Production Manager- Universal Dies Manufacturing Co., Jordan

Selected Advisory & Consultancy Projects

Contractor	Country	Role	Timeframe	Key Achievements
GIZ – Employment-Oriented MSME Promotion Project	Jordan	Organizational Development & Capacity Building Consultant	Aug 2022 – Oct 2023	Built institutional capacities of JFDA and partners on new food-processing licensing regulations through training, mentoring, and ToT programs. Supported Jordan Chamber of Industry (JCI) in revitalizing its MSME Unit with gender-responsive, demand-driven services and improved governance.
USAID – Public Finance Management Activity / DAI	Jordan	Organizational Development Advisor	Mar 2022 – Sep 2023	Assessed and restructured the Tax Institute, designed a competency-based training framework, and developed governance models, SOPs, and sustainability plans positioning it as a leading public finance training hub.
GIZ PART Program, Department of Palestinian Affairs	Jordan	Communication Strategy Advisor	Jan – Dec 2023	Supported the Department of Palestinian Affairs in developing and executing a communication strategy to enhance stakeholder engagement and public outreach capacity.
USAID Business growth Activity / Beyond Consulting	Jordan	SMEs Growth Advisor	Nov 2022 – Feb 2023	Assessed SME competitiveness and designed innovative growth and export strategies, combining market research, organizational analysis, and positioning plans.
FCDO - Oman Tax Authorization Assessment Project / Tetra Tech, UK	Sultanate of Oman	Organizational Development Advisor	Apr – Aug 2022	Benchmarked Oman Tax Authority's structure and governance against international best practices and delivered a roadmap aligning institutional performance with Oman Vision 2040.
GIZ - Employment in Jordan 2030 / GOPA Consulting	Jordan	Organizational Development Advisor	2021–2022	Strengthened labor-market institutions' capacities to design evidence-based policies and employment-promotion mechanisms through governance and process reform.
USAID - Syria Livelihood Program / Proximity	Syria	Economic Governance Consultant	2021	Designed capacity-building strategies for Women's Committees improving livelihood services and women's participation.
GIZ - Women in Leadership / Forum of Federations	Jordan	Strategic Planning Senior Advisor	2020	Facilitated strategic planning for women leaders producing gender-responsive governance plans in four priority sectors.
ILO - G20 Training Strategy Project	Jordan	Strategic Planning Senior Advisor	2020	Developed sectoral skills strategies for the chemicals, cosmetics, and garment industries, bridging workforce skills with labor-market demand.
Jordan National Commission for Women	Jordan	Gender Inclusion Auditor	2022	Developed a national gender-audit tool and women's empowerment frameworks piloted in two ministries, informing the design of a national Gender Excellence Award.
GIZ- LEAD Program – Empowerment of Women in Leadership Positions	Jordan	Gender Inclusion Excellence Consultant	2019–2020	Developed excellence standards for institutional gender inclusion forming basis for national Gender Excellence Award.
USAID – Trade Facilitation Project / Deloitte Consulting LLP	Palestine	Organizational Development & Advocacy Advisor	2013–2014	Institutionalized policy advocacy functions within Palestinian Chambers improving governance and export-service delivery.