

CURRICULUM VITAE

1. **Proposed role in the project: M&E and Management Specialist**
2. **Family Name:** Kfoury
3. **First Name:** Samar
4. **Date of birth:** February 13, 1978
5. **Nationality:** Lebanese
6. **Place of Residence:** Lebanon
7. **Education:**

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
Sagesse [Date from 1996 –to 1999]	Bachelor LLB
Lebanese University [Date from 2000–to 2001]	Master in Public Law (DEA French program)

8. Language skills - Indicate competence on a scale from C2 to A1 (C2 - advanced; A1 - beginner):

Language	Reading	Speaking	Writing
English	C2	C2	C2
Arabic	C2	C2	C2
French	C2	C2	C2

9. Membership of professional bodies: SMDC – Society of Management and Development Consultants

10. Other skills: Fully computer-literate.

11. Present position: Senior Management Consultant

12. Years within the firm: 14 years

13. Key qualifications (Relevant to the assignment):

- More than 5 years of professional experience in MSME promotion.
- More than 5 years of professional experience in monitoring and evaluation.
- 10 years of experience in providing consultancy services targeted to MSMEs in consulting, Business development support, SME diagnosis, quality management systems, strengthening business processes.
- 5 years of professional experience in HR management and HR processes
- 14 years of professional experience in private sector development, focusing on helping firms to solve issues, create value, maximise growth and improve business performance.
- 14 years of professional experience in the strategy, structure, management and operations of the firms.
- Profound knowledge of franchising/ expertise in franchise development, management training and consulting for firms launching or engaged in local, regional and international franchise and licensing expansion programs.
- Prepare business proposals and presentations; identify issues and form solutions; present findings and recommendations to clients; implement recommendations or solutions and ensure the client receives the necessary assistance to carry it all out.

14. Specific experience in the region:

Country	Date from - Date to
Qatar	2007-2009
Lebanon	Since June 2001

15. Professional experience:

No.	Date from-to	Location	Company & reference person	Position	Description
1	2009- Ongoing	Rabyeh- Lebanon	Business Unlimited- Dr. Salim Hajj	Senior Management Consultant	<ul style="list-style-type: none"> Assist client companies to identify organizational challenges, gather and analyse information, develop and implement solutions and help them improve their business performance. Leading and hands-on coaching teams in development and strategic management. Experience in the use & interpretation of Management & development consulting frameworks & tools, such as Project Management, ISO 20700 Consulting Projects, Value chain analysis, Organization Interpretation & Agility, CMC framework, SWOT analysis, Business Model Canvas, Balanced Scorecards, etc. Work with clients to understand their needs and to agree the scope of each consulting project. Conduct research, surveys and interviews and analyzing data to gain insights into the business. Analyze business culture, structure, processes, management and performance criteria based the scope of work. Manage client assignment successfully, ensuring that objectives, deadlines and budgets are agreed and delivered on time. Assess the pros and cons of possible strategies. SWOT analyses of the targeted MSMEs. Explore business challenges and modelling different solutions. Organize meetings and visits with the enterprises. Make recommendations for improvement ad present these to clients. Develop and implement processes, new procedures or training and employee handbooks to support the changes proposed. Prepare and develop a full training curriculum before the start of delivering the training. Present clear comprehensive written proposals. Demonstrate competent use of planning tools and technique, and set millstones appropriate for the size and scale of assignment. Conduct project management activities dedicated exclusively to franchise development, management training and consulting for firms launching or engaged in local, regional and international franchise and licensing expansion programs. Plan, direct and coordinate company's and clients' resource management activities to maximize the strategic use of resources and maintain functions such as business process optimization, customer& employee satisfaction, recruitment, policies& procedures, and regulatory compliance. Review & write franchise operations manuals and standard operating procedures and policies. Train franchise operations team on the use of manuals and implementation in their day to day business conformity to the concept standards. Follow-up and ensure that operations personnel maintain high quality of work both in products and services rendered. <p>Examples of the short-term missions:</p> <ul style="list-style-type: none"> Develop the business strategy and franchising opportunities for: Everyday Restaurant, Hospitality Services, Kidzmondo, Pralino, Leila Obeid Beauty Center, Mike Sport, Soda Fresh, Al Baba Sweets, SEA event, ACMAS, Calorie Control, Loft by Aspuces, Pellini, Tomatomatic, Cacao 70, Hamasni Nuts, Hawa Chicken, Pizza Napoli, Hayat Doner Al Turki, Melt n Dip, PFC consulting firm, Al Kazzi Nuts, Bluemez Catering, M2amara, Tamarat, Midnight Munchies, Mobili Concept, White Line. USAID Grant 03 LED aims to standardize the Management & Development Consultants Industry In partnership with SMDC, develops BDS provider database, catalogue, referral system.

- In partnership with USAID Strategic Planning, Operations Diagnostic, SWOT Analysis, Financial Analysis, Business Model Reviewing, Expansion Planning, Legal & Para- Legal.
- Engage BDS Providers to provide consultancy, training, and data for MRM purposes.
- Market Assessment to identify opportunities for BDS development, establish baseline, test methodology.
- Undertake projects, analyze situations, and provide expert advice to address various needs for the following clients:
 - **Local:** ILO - International Labour Organization- Kafalat Lebanon- Chamber of Commerce, Industry & Agriculture of Beirut & Mount Lebanon- IRI - Industrial Research Institute-- LFA - Lebanese Franchise Association- ELCIM - The Euro Lebanese Centre for Industrial Modernisation- AMIDEAST- Cisco Entrepreneur Institute- UNDP - United Nations Development Programme- Leila Obeid - Beauty Clinic- KidzMondo- Soda Fresh- Doculand- Mike Sport- APAVE Liban- Hospitality Services- La Maison Du Cafe Najjar- Patchi- Shtrumpf- Pralino La Maison du Chocolat- Abdel Rahman Hallab- Colombiano Coffee House- Nutopia- Al Kazzi Nuts- Salmontini- Carla's Good Food- Maliks- Aviator Style- Al Baba Sweets- Mc Donalds Lebanon- Mayrig- Abed Tahan & Sons- Rectangle JauneBarterNet- Or la loi- Hatem Audit Firm- FCR- Wonder Eight- Fuji Lifts- Rimal- Sakhet Est- S Talabat- Tanmia- Odyssey- Floris- Koudourat- Cre8mania- Pizza Napoli- Hawa Chicken- Chickys- Genius Map- Jackies Delights- JOZ Lebanese Diner- Semsom- Shrimpy- M2amara- Hayat Doner- Al-Turki- Melt n Dip- Chickee
 - **Regional:** DAR AL-HANDASA- Al-Futtaim Group- Majid Al Futtaim Group- Thai Palace- Mama Fu's- Grill & Chill- Panda Express- Chinese Cuisine- Calorie control- Tamarat- Shrimpy- PFC
 - Develop the business strategy and franchising opportunities for: Everyday Restaurant, Hospitality Services, Kidzmondo, Pralino, Leila Obeid Beauty Center, Mike Sport, Soda Fresh, Al Baba Sweets, SEA event, ACMAS, Calorie Control, Loft by Aspuces, Pellini, Tomatomatic, Cacao 70, Hamasni Nuts, Hawa Chicken, Pizza Napoli, Hayat Doner Al Turki, Melt n Dip, PFC consulting firm, Al Kazzi Nuts, Bluemez Catering, M2amara, Tamarat, Midnight Munchies, Mobili Concept, White Line.
- **Management Development Expert – GIZ- EPL Project (May 2023- September 2023):**
 - Development of a common methodology for identifying baseline values and assessing BDS needs
 - Development a data collection strategy, design interview guidelines, and prepare an outline for data analysis.
 - Establishment of an efficient communication channel with the MSME owners and relevant staff
 - Conduction of visits and interviews of the targeted MSMEs
 - SWOT analyses of the targeted MSMEs
 - Recommendations of specific BDS per company and per area, aiming at improving the productivity and enhancing employment potential of the MSMEs that are beneficiaries of this assignment
 - Drafting of individual assessment reports including recommendations
 - Identification of baselines values for competitiveness of each company
 - Coordination with the Team Leader and implementation of mitigation measures to potential issues arising during the assignment
 - Handling around 15 clients: from phone calls, sending emails, following up, conducting field visits, filling up the questionnaire in order to finalize the assessment and come up the recommendations.
- **Management Expert- GIZ- EPL Project (October 2023- September 2024):**
 - Oversee and manage HR operations for approximately 20 client organizations within the GIZ project.
 - Conduct sessions with SME owners, managers, and other stakeholders to identify goals and challenges.
 - Develop action plans tailored to SME requirements, including timelines, deliverables, modality and indicators.

					<ul style="list-style-type: none"> - Develop HR strategies for recruitment, workforce planning, and capacity building to support SME projects. - Conduct a skills gap analysis to determine key roles and responsibilities. - Review and refine existing job descriptions to ensure clarity and relevance. Develop well-defined job roles that outline required qualifications, experience, and key competencies needed for each position. - Upload the job descriptions to the SkillLab platform, ensuring accurate role details, required qualifications, and key competencies are properly documented and accessible. - Create a HR Policies and Procedures Handbook that defines standardized guidelines for key HR functions, including recruitment, onboarding, performance management, employee relations, compensation, and compliance. - Create Recruitment and Talent Retention Strategy Handbook that outlines effective hiring processes, talent acquisition methods, and employee retention initiatives. - Design a Talent Acquisition and Retention Strategy that aligns with the organization's mission, values, and long-term objectives. - Create a Comprehensive HR Processes Handbook that outlines standardized procedures for key HR functions, including recruitment, onboarding, performance management, employee relations, compensation, and compliance. - Develop Structured Career Development Plans to support employee growth, enhance skills, and improve retention by providing clear pathways for professional advancement, training opportunities, and long-term career progression. - Develop Employee Value Proposition (EVP) that showcases the organization's unique benefits, workplace culture, and growth opportunities, effectively attracting, engaging, and retaining top talent. - Create a Workplace Policy Handbook to establish clear guidelines on company standards, employee expectations, and organizational procedures, ensuring compliance with industry regulations and fostering a productive work environment. - Create a Handbook for Building a Positive and Productive Workplace Atmosphere, outlining strategies to foster a healthy, inclusive, and motivating work environment. - Design a Safety Protocol Policies and Regulations Manual to outline workplace safety guidelines, compliance standards, and risk prevention measures, ensuring a secure and hazard-free environment for all employee. - Create a Comprehensive Continuous Learning Program Strategy and Guide to foster ongoing employee development, skill enhancement, and career growth. - Tailor soft skills training modules ensures alignment with organizational objectives, industry standards, and employee growth. - Develop a Retail Sales Training Program with customized training materials designed for retail store sales and provide personalized coaching to enhance the skills and performance of the designated individual. - Improve Training Programs for Front-Line Staff by developing a Customer Service Training Program focused on enhancing communication, problem-solving, and customer engagement skills. - Develop Supplier Qualification Processes and Manuals that define the criteria, assessment procedures, and compliance standards for evaluating and onboarding suppliers. <p>All documents were delivered to the client through coaching sessions or training programs to ensure clear understanding, effective implementation, and successful achievement of goals and indicators.</p>
2	Feb 2007- May 2009	Doha- Qatar	BarterCard- Jean Kanaan	Senior Trade Coordinator	<ul style="list-style-type: none"> • Being reactive to the client's needs, with a same day turnaround.

					<ul style="list-style-type: none"> • Being proactive by contacting clients via service calls at least once a month with business solutions and practical trading opportunities. • To encourage and assist members in buying and selling through the BarterCard system. • Actively promote and market clients within the BarterCard network. • Increase trade volume while maintaining a high level of service to client. • Be pre-emptive in creating innovative methods and vehicles to enhance client trading. • Work closely with clients in educating them to understand their maximum capacity for trading.
3	June 2001 – December 2006	Zalka-Lebanon	BarterNet- Elie Saad	National Trade Manager November 2004 – December 2006	<ul style="list-style-type: none"> • Decision maker on active accounts. • Responsible for processing and monitoring trade volume. • Train, educate and oversee the trade staff at all BarterNet offices. • Ensure that the department operates smoothly and effectively with the trade department and trade administration issues.
4			BarterNet- Elie Saad	Trade Manager August 2003- October 2004	<ul style="list-style-type: none"> • Participating in management training program. • Training for new joiners and staff. • Creating ideas and strategies to improve the organization. • Assisting in setting the budgets for the company. • Setting targets for TCO's. • Assisting the directory department.
5				Executive Trade Manager March 2003 – August 2003	<ul style="list-style-type: none"> • Developing members trust • Initiating personal visits • Marketing the member's products • Organizing trade shows, dinners and awards • Analyzing the accounts of members • Preparing credit limits for members and facilities
6				Assistant Trade Department September 2002- March 2003	<ul style="list-style-type: none"> • Provide administrative assistance to trade department • Coordinating the collection and preparation of operating reports • Responsible for developing, implementing and updating office policies and procedures.
7				Trade Coordinator and Administration June 2001 till September 2002	<ul style="list-style-type: none"> • Coordinating between company members to ensure the flow of work • Analyzing accounts and providing feedback to upper managers • Working on closing deals • Basic data entry and document typing along with filing
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16. Other relevant information (e.g. Publications):