

CURRICULUM VITAE

SENIOR STRATEGY ADVISOR
CONFIRMED EXPERT IN PUBLIC POLICY, STATE REFORM, AND GOVERNANCE
EXPERT IN CRISIS MANAGEMENT



1. **Surname:** FELAH
 2. **Given name:** Nabil
 3. **Nationality:** French
 4. **Marital status:** Single

5. **Diplômes :**

institution	diploma
Training & Promotion Institution of Paris, France (1994)	Graduated in Transactional Analysis and NLP (neuro-linguistic programming)
Sorbonne University (1992)	Doctoral thesis in Strategic Management

7 **Other relevant training:** Habilitation to conduct skills assessments (Fongecif, 2000)

8 **Language skills :** Indicate your knowledge on a scale of 1 to 5 (1 - excellent level; 5 - rudimentary level)

Language	Read	spoken	writing
French	mother tongue.		
Arabic	1	1	1
English	1	1	1
Italian	1	1	1

- Other skills Mastery of the usual computer tools (MS office, internet)
- Current Position : DIRECTOR OF SENS CRITIC STRATEGIC CERCLE – TRAINING & STRATEGY CONSULTING / Senior Consultant – Trainer – Evaluator
- Years of seniority: 33
- Main qualifications: (relevant to the project)

Qualifications and skills:

- Holder of a university degree: doctoral thesis in Strategic Management.
- Sens Critic has certification and accreditation granted by the region, the state and the Fongecif as a training center and competence assessment center
- Excellent speaking, synthesis and writing skills in Arabic, English and French
- Experience in entrepreneurship: Director of a strategy consulting firm since 2000, various actions carried out with the EU in the programme to upgrade African companies, different actions carried out with the UN in the achievement of the 17 SDGs (17 Sustainable Development Goals) in Djibouti, Egypt and Tunisia.

professionally :

33 years of experience in Europe, Africa, Middle East, USA, as a strategy advisor, project manager and short-term expert in the development cooperation sector, analysis, estimation, assistance, management, working in projects funded by the EU and the UN under the 17 SDGs as well as in the fields of governance, political transitions and analysis of public and private jobs. I am also recognized for my work in innovation and prevention and specifically in crisis management and implementation of monitoring plans. This is where I set up actions within the framework of the policy of vocational training, employment and entrepreneurship.

- Training of creators or buyers of companies to implement their creation projects and to develop their structures: In France between 2000 and 2012, about 50 actions- training in business creations carried out for the Chamber of Commerce of Lens, Douai, Bethune, and Arras at the rate of 4 training courses of 8 weeks each per year
- Animation of training sessions in business creation and interventions in the different modules: marketing, strategy, management, legal, social, Human resources
- Evaluation of the needs and expectations of project promoters
- Diagnostic of the projects (methodology, market approach, profitability study and financing, financial engineering, legal, social and fiscal approach).
- Formulation of the objectives (methodological and operational) of reflection, project preparation or business implementation taking into account the person, his state of progress and his ability to implement. Contribution to the acquisition of skills (know-how, know-how) necessary for the job of head of a small organization
- Performing post-creation follow-ups.
- Information on socio-economic, legal, fiscal and social developments.

I have also fulfilled many mission of strategic priority for the EU in the neighbourhood policy and in European integration with good coordination between donors:

<ul style="list-style-type: none"> • Manage international project portfolios, ensure their follow-up: costs, quality, deadlines, risks and guarantee visibility with its hierarchy. • Participate in the coordination of the steering bodies of several projects together. • Ensure the follow-up, coherence, articulation and outcome of one or more international files. • Ensure the smooth running of transversal management and the allocation of resources to projects. • Consolidate relevant dashboards and indicators in the context of project management. • Contribute to providing the necessary steering elements for decision-making, arbitration and validation. • Identify, assess and investigate the difficulties encountered in the context of project management. • Improve, support and coordinate the most optimal methods of ongoing project management. 	<ul style="list-style-type: none"> • Prepare analytical elements and "reporting" on projects in governance missions • Carry out the promotion actions in the various events (fairs, relations with national and international partners) in order to ensure an active and permanent watch. • Control the project managers in the phases of presentation of the project stages to the various partners. • Control the teams, check the progress of operations, compliance with planning elements and ensure compliance with the overall envelope of resources dedicated to each stage of the project. • Maintain the right communication with the right flow between all the institutions concerned and the project partners in order to guarantee the achievement of the strategic objectives and the valorization of its parent institution for the implementation of future actions.
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9 Expérience spécifique dans la région :

country	Start
Tunisia	2000/ 2002/ 2004/ 2011/ 2012/ 2017 – PMN*
Algeria	2015 – PMN - 2018 & 2020 EU
Egypt	2016 - SDGs

*PMN: Upgrade Agenda

* SDG: Sustainable Development Goals (17 SDGs)

During my experience, I have developed a real expertise in institutional governance in Africa and the MENA region:

- I have held positions in field missions such as Technical Assistant, Consulting, Head of Mission, Project Director, and I have worked on the design of several projects by writing their terms of reference.
- My experience in Identification (strategies and concept notes), Management (as Project Manager) and Evaluation of Programs and Projects is proven and recognized.
- I have been at the initiative of many proposals for intervention in the context of responses to AO (constitution of groups, mobilization of teams, development of methodological, action plans ...)
- He has a good knowledge of the procedures and tools required by donors
- I was able to intervene in a targeted manner in the following areas:

○ State reform:

- Functional analysis of public administrations, decentralization of state services, delegation of public services,
- Reorganization of administrations and public bodies (culture, employment, development sectors, territorial functions, agriculture, education, water and sanitation, telephone, railways, etc.).
- Surveys and analyses of trades, jobs and wages in the public and Para public sector
- Capacity-building, training strategies and plans.

○ Civil Service Management (Merchant Marine, Equipment)

- Statutory and regulatory framework: recruitment, career, employment, performance appraisal, remuneration, training, budgetary and employment frameworks (development of policies, legal texts, procedures, implementation of reforms, etc.)
- Establishment of salary scales, compensation schemes and incentive and motivation programs; individual performance management
- Forward-looking management of jobs and skills; skills assessment and redeployment
- Downsizing of the civil service: targeted or voluntary departure programs; retirement and retraining programs
- Placing under control of the workforce, wages and the wage bill
- Streamlining procedures for the management of public officials.

○ Human Resources Management and Development:

- Organization of the HRM function, HRM procedures, computerization
- Qualification / classification of jobs: wage policy, motivation
- Evaluation of personnel / man/position suitability; training needs.

○ Training:

- Training engineering: establishment of training plan/programs in the different disciplines of public management; development of training methods and tools
- Training of authorities and administrative officials and animation of seminars, in project management (computerization and State reform), and in the management of the civil service.

10 Professional Experience

Date	Place	Company And Reference Person	Position	Description
09/2023 03/2023	UAE	The Diwan Consulting Group TLZ Level 5, One JLT, Jumeirah Lakes Towers Dubai, UAE	Governance Strategy Consultant for COP 28	Strategy consultant for COP 28, preparation of the event and focus on regional cooperation Public Speech on December 4 Panel moderation from November 29 to December 6 Proposal of innovative solutions for the MENA region in Oil & Gaz sector https://www.linkedin.com/events/7133172889435922432/comments/
01/2022 08/2022	UAE	The Diwan Consulting Group TLZ Level 5, One JLT, Jumeirah Lakes Towers Dubai, UAE Cheikh Nabeel Alcharif +971 50 954 1501	Consultant in Governance Strategy and state reforms	Strategy consultant in UAE Centennial Plan 2071. It is a long-term, full-vision plan that extends for 5 decades after 2021. It forms a clear map for the long-term government work, to fortify the country's reputation and its soft power. Its programmed includes: <ul style="list-style-type: none"> - fortifying the country's reputation - diversifying the imports and the exports by relying less on oil - investing in education focusing on advanced technology - building Emirati values and ethics for the future generations - raising productivity of the national economy - enhancing society's cohesion
05/2021 12/2021	UAE	RNM Solution FZ LLC 86489 Ras Al Khaimah UAE Nejib ZAAFRANI +971 50 656 2848	Development Strategy Advisor	Dubai-based events management and Destination Management Company (DMC) providing essential support to organisations and ranked companies looking to set up business in the UAE after the Expo 2020.
09/2020 04/2021	Tunisia	PEM GmbH Berliner Allee 51-53, 40212 Düsseldorf, Allemagne Gaëlle Depenbrock +49 211 4171811	senior consultant	Drafting of the terms of reference of the MDBAN project: (Maghrebian Diaspora Business Angel) EU funding Creation and implementation of the Network of Business Angels of the Maghreb Diaspora (MDBAN) in Tunisia The physical, administrative and legal establishment of a network of regional Business Angels in the Maghreb (the MDBAN) and its operationalization during the first 6 months, intended to facilitate investments in the emerging, innovative and dynamic scene of start-ups in the Maghreb and the recruitment of Business Angels among the Maghreb Diaspora through awareness workshops, marketing activities and participation in local, regional and international conferences, in order to promote the culture of angel investments in the Maghreb
03/2020 06/2020	France Grace	Candidat Municipale 2020 Chems Sallah 0603891132	Electoral Concealer	Advisor to a Candidate in the Municipal Elections of the Mayor of Grace (Southern Region) Contribution to the electoral program of a candidate Coordinating and supervising the 1st and second rounds, enlistment, within the framework of the up-to-date of the electoral register, Result and accompaniment of the candidate.
01/2019 12/2019	Algeria	SENS CRITIC 2A rue de Rome Marseille Léa DeHann +33 725 695 955	Consultant en stratégie de gouvernance	Governance Expert. Support for the new government in transition management: overhaul of part of the public administration after bouteflika's regime, new role of institutions.
03/2018 12/2018	Algeria (Algiers, Oran Bechar, Annaba, Khenchela)	PEM GmbH Berliner Allee 51-53, 40212 Düsseldorf, Gaëlle Depenbrock +49 211 4171811	CEO and Founder Sens Critic Short-term expert	Expert in entrepreneurship Youth-Employment Support Programme (PAJE), EU funding, whose general objective is to support the reforms and action of the Algerian Government in its national policies aimed at young people. This includes strengthening the capacities and intra- and intersectoral and partnership-related capacities and synergies of the various sectors and actors for the implementation of national policies for youth, at the national level and in pilot wilayas. The mission falls under: "Support for the creation of activities promoting employability", which aims to contribute to the economic and social development of the territories through the innovative social and solidarity economy (ESS) and entrepreneurship. Links to Mission Report: Pedagogical Report : https://1drv.ms/b/s!Ap_y2bomkJEopwQcAcHkp0W8WjgB Rapport final : https://1drv.ms/b/s!Ap_y2bomkJEopwUA6iPzhZN2pTiN Evaluation report : https://1drv.ms/b/s!Ap_y2bomkJEopwO4OD09Vn6O4Oih

09/2017 12/2017	France Switzerland	SENS CRITIC 2A rue de Rome Marseille Léa DeHann +33 725 695 955	Entrepreneurship Consultant	Consultant in and support for companies - Business creation, Business rescue, Implementation of monitoring plan - Interventions in companies, agencies, state administrations, local authorities etc... - Animation of training in business creation, with the objective of acquiring the knowledge to design and model an innovative project and to raise awareness of the fundamentals of business management and management
02/2017 07/2017	Egypt	SENS CRITIC 2A rue de Rome Marseille Léa DeHann +33 725 695 955	Consultant Senior	Senior Sustainable Development Consultant Elaboration of the national sustainable development strategy "Egypt's Vision 2030" and submitted to the 2nd Voluntary National Review in 2018, highlighting the government's strong commitment to the 2030 Agenda and the advancement of a national approach to sustainable development.
07/2016 12/2016	Djibouti	SENS CRITIC 2A rue de Rome Marseille Léa DeHann +33 725 695 955	Expert in Public Service	Expert FP. Model of Governance, reorganization and reform of vocational training in Djibouti (EU funding) - Coherence between the Sectoral Strategy, the Roadmap and the Action Plans by Directorate - identification of priority projects
04/2016 06/2016	Djibouti	SENS CRITIC 2A rue de Rome Marseille Léa DeHann +33 725 695 955	Expert en organisation	Expert in organization Ministry of Education Djibouti, Department of Remuneration and Pay of Teachers - Streamlining the process of mechanization and managing teachers' pay - Implementation of payroll monitoring, statistics and internal control functions
01/2016 03/2016	Djibouti	SENS CRITIC 2A rue de Rome Marseille Léa DeHann +33 725 695 955	Expert ODD Objectif de développement durable	Alignment of Scape's strategic axes with the targets and indicators of the SDGs UNDP Funding 1/ Presentation Of New Poverty Lines Calculated on the Basis of the 2013 Consumption Budget Survey 2/ Second Djiboutian Survey on The Health of the Family ledsf / Papfam 2 - 2012 3/ Djiboutian Survey on Employment, The Informal Sector and Household Consumption -Edesic 2015-2016- Dj. March 2016 4/ Employment Situation in Djibouti In 2015 (Provisional Report)
09/2013 06/2018	Marseille, France	KEDGE Business School Jean-Marc Pinel Tél. +33603343739	Professeur	<ul style="list-style-type: none"> • Subjects taught : HRM, Strategy, communication, negotiation, Strategic Marketing, Philosophy and anthropology of management, • Examination Board and "Pro Act Emploi" • Jury Admission.
09/2011 09/2013	Lyon, France	EMLYON BS School Bernard Belletente : Tél. : +33478337800	Professeur	<ul style="list-style-type: none"> • Subjects taught: HRM, Strategy, Supply Chain Management, Strategic Management & International Management • Jury (Doctoral, MSc and Specialized Master program).
09/2004 09/2011	Lille, France	Université du Littoral, Ecole d'ingénieur et Polytech Lille Nicolas Vandenbroucke Tél. : +33 3 21171005	Professeur	<ul style="list-style-type: none"> • Subjects taught : communication, negotiation, Human Resources Management • Final thesis jury
09/2000 09/2011	Lille, France	LYSIS CONSULT - Centre de bilan de compétences Isabelle MORF 0678720038	Directeur	Strategy advice on the framework of the Lille European Capital project : Collaboration with companies at the heart of the economic news of the northern territory of France; consultations with selected organizations to shape their future by developing new strategies and helping them make decisive choices. Support for companies and investment funds in strategies for growth and sustainable competitiveness.
04/2000 07/2000	Tunisia	Acclivity International	Chef de mission	National Fisheries Office. Port of Sfax : EU funding Personnel master plan study: analysis of the organization, jobs, men, gender match; proposals for the training and redeployment of staff

12/1999 03/2000	Algeria and Tunisia	Acclivity International Financement UE	Expert en remise à niveau	Business Upgrading Program (EU funding) <ul style="list-style-type: none"> Upgrading companies to EU standards to market their products or services with Europe. Introduction to companies involved in the process on the need for upgrading in a general context of trade liberalization following the signing of free trade agreements. Creation of programs to diagnose the functions of candidate companies in the upgrading and then accompanying measures for trade liberalization processes Preparation of the undertakings concerned to enter the competition market. <p>Note: Tunisia and Algeria were the first countries to benefit from these programs (for printing works and flour mills).</p>
07/1999 12/1999	Tunisia	Acclivity International Exécution PNUD	Expert court terme	Ministry of Youth and Sports Tunisia, UNDP funding <ul style="list-style-type: none"> Diagnosis of the wage system (laws, regulations, procedures) and estimation of the impact on the wage bill
09/1998 06/1999	France Picardy	Conseil Régional de Picardie	Consultant en Formation Professionnelle	Support program for the continuing training unit in the Picardy region: <ul style="list-style-type: none"> State of play of the continuing training unit of the regional council, reframing of support according to 4 components: restructuring of the function, strategy of reform of continuing training, development of training centers, Dialogue with the ANPE <p>Programming and implementation of training for the long term unemployed.</p>

11 Other relevant information:

Conferences and Topics for Reflection

- The Anglo-Saxon influence on HRM methods in Europe. (April 1998)
- Upgrading companies:
- New insights into skills management and a first step for marketing with EU countries. (September 2000)
- Intercultural management and the calibration of assessment tools: Case of Flanders, breaking point with HRM standards, analysis and diagnosis within its 20 production sites. (February 2001)
- Valorization and transfer of skills in the context of skills assessments and VAE: Management and To come. (March 2004)
- The supply chain: Economy and optimization. (November 2005)
- Logistics providers and the evolution of their businesses in Europe. (June 2006)
- Large-scale HR professions (industrial exploration). (May 2007)
- Scoreboard and Social Report. (June 2008)
- Recruitment and pedagogical progression. (January 2009)
- GPEC: development of managerial and human levers. (December 2012)
- Sustainable Development and CSR – University of Djibouti (April 2016)
- Insight to Africa - Unleashing entrepreneurship and innovation, pathway for Africa's development – Bilateral Chamber of commerce, Houston (July 2018)**
https://1drv.ms/b/s!Ap_y2bomkJEopwba03wzGwXO-e
- Culture and Mindset Transformation – Marseille (November 2018)
- Entrepreneurial Innovation & Happiness at Work (October 2019)
- Coronavirus: Impact on productivity at work (May 2020)
- Speaker in (Conseil de l'Europe) WFD : World Forum for Democracy. (11/2022)
<https://www.coe.int/en/web/world-forum-democracy/speakers-2022>
- Speaker in COP28 (12/2024) <https://www.linkedin.com/events/7133172889435922432/comments/>

Contact details :

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