

20 May 2022

Distinguished Governor,

On behalf of the President of IFAD, I have the honour to refer to article 6.8(a) of the Agreement Establishing IFAD regarding the appointment of the President of IFAD by the Governing Council.

The current President of IFAD, Gilbert Fossoun Hounbo, was appointed for a second four-year term of office with effect from 1 April 2021, until 31 March 2025. On 31 August 2021, the President communicated to the Executive Board that he had been nominated by the Government of Togo for the position of Director-General of the International Labour Organization (ILO). On 25 March 2022, he was elected to that position and will commence his term of office at the ILO on 1 October 2022. It is therefore incumbent upon the Governing Council, at its first special session, to consider the appointment of the President of IFAD.

The procedure for the nomination of candidates for President is set out in section 6.2 of the By-laws for the Conduct of the Business of IFAD ("the By-laws"), and was communicated to you on 30 March 2022. This section specifies that such nominations shall be submitted no less than 60 days before the opening of the session at which the appointment of the President is to be decided. Nominations shall be communicated to all Member States of IFAD and to the Bureau of the Governing Council no less than 40 days prior to the session of the Council.

In this context, and considering that the first special session of the Governing Council will be held on 7 July 2022, the deadline set in the communication for the submission of nominations elapsed on 6 May 2022.

I wish to inform you that IFAD received seven nominations for the position of President of IFAD by the established deadline. Two nominations were subsequently withdrawn. The five remaining nominations are listed below, in English alphabetical order by last name:

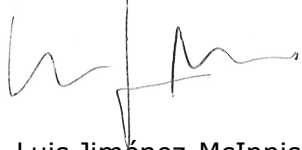
- Mariano **Jiménez Talavera**, a national of the Republic of Honduras, is the official candidate nominated by the Republic of Panama;
- Alvaro **Lario**, a national of the Kingdom of Spain, is the official candidate nominated by the Kingdom of Spain;
- Khaled A. **Mahdi**, a national of the State of Kuwait, is the official candidate nominated by the State of Kuwait;
- Raychelle Awuor **Omamo**, a national of the Republic of Kenya, is the official candidate nominated by the Republic of Kenya; and
- Shobhana Kumar **Pattanayak**, a national of the Republic of India, is the official candidate nominated by the Republic of India.

Governors of the International
Fund for Agricultural Development
and respective recipients
of copies for information

Copies of the five letters of nomination from Member States, together with the curricula vitae of the nominees and their answers to the questions to candidates, are attached. This letter and its attachments may also be viewed on IFAD's Member States Interactive Platform at this [link](#).

The Governing Council will take up the appointment of the President of IFAD under item 3 of its provisional agenda, as posted on the Member States Interactive Platform at this [link](#).

Accept, Distinguished Governor, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Luis Jiménez-McInnis', with a vertical line extending downwards from the middle of the signature.

Luis Jiménez-McInnis
Secretary of IFAD

**PERMANENT MISSION
OF PANAMA TO FAO,
ROME**

MPP.FAO N° 018-2022
Rome, Italy 6 May 2022

Re: Candidacy of Mariano Jimenez Talavera for the position of President of IFAD

Dear Mr Secretary:

I have the honour of informing you that the Government of the Republic of Panama has decided to nominate Mariano Jimenez Talavera as a candidate for the position of President of the International Fund for Agricultural Development (IFAD).

Mr Jimenez Talavera has over 40 years of professional experience in the public and private agriculture sector, agricultural banking, food security and rural development, as well as in multilateral negotiation and raising international funding, having served as Secretary of State for Agriculture and Livestock of Honduras, General Coordinator of Food and Nutritional Security and General Manager of the Pan American Agricultural School of El Zamorano, among others. More recently, he has served as Ambassador of Honduras to Italy and Permanent Representative to the Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD) and World Food Programme (WFP), having been appointed Rapporteur for the 37th Regional Conference of FAO (LARC 37).

In view of his impressive curriculum vitae, which we attach for your review, we believe that Mr Jimenez Talavera is fully qualified for the position of President of IFAD, and for promoting development models and tools that bring comprehensive, durable solutions to the social issues that expose the most vulnerable groups to hunger, poverty and violence.

Allow me to reiterate, Mr Secretary, the assurances of my highest consideration.

Permanent Representative to the
Rome-based agencies

Tomás Duncan Jurado
Permanent Representative to
Panama to the Rome-based
Agencies

Luis Jiménez-McInnis
Secretary of IFAD

LARGO DI TORRE ARGENTINA N° 11 - INTERNO 22- 00186 ROMA- ITALIA
TEL: 06-44252173 / 06-44252237 -- FAX: (0039) 06-44252237
E-MAIL: fao@mire.gob.pa



Mariano Jiménez Talavera

LIFE PURPOSE

Contribute to the country's development by obtaining non-reimbursable funds as an instrument of human development for the most vulnerable groups, promoting development models and tools that bring comprehensive, lasting solutions to the social issues that expose them to hunger, poverty and violence.

PROFESSIONAL EXPERIENCE

PUBLIC ADMINISTRATION IN FOOD AND NUTRITIONAL SECURITY

March 2022

First Honduran to be elected as Rapporteur of the FAO Regional Conference for Latin America and the Caribbean (LARC37). Quito, Ecuador

September 2020 to date

Representative of the Government of the Republic of Honduras to the Republic of Italy, Food and Agriculture Organization of the United Nations (FAO), International Fund for Agricultural Development (IFAD) and World Food Programme (WFP)

2011 - 2017

General Coordinator, Food and Nutritional Security Technical Unit. Responsibilities:

- Development of guidelines and priorities for the implementation of the Food and Nutritional Policy (PSAN) and related National Strategy (ENSAN)
- Review the status of programmes and projects, implementing actions to align them with ENSAN and develop proposals for improvements as needed.

- Coordinate at a technical level with the institutions comprising COTISAN (Cooperation Platform) on the development and harmonization of policies, plans, laws and regulations affecting the country's food and nutritional situation.
- Support the Secretariat of General Coordination of the Government in organizing and carrying out such sessions of the National Council on Food and Nutritional Security as may be requested.
- Develop resource management schemes at the bilateral support organization level in support of policies based on food and nutritional security status assessments and analysis.

Achievements and goals in domestic policies and arrangements for food security

- **Dry Corridor Alliance (ACS).** Founded and directed the ACS, a unique initiative in the world in terms of its comprehensive development model, creating an investment structure comprising the Government working with cooperation for the purpose of reaching 50,000 rural households with tactical investments in agriculture, nutrition and rural infrastructure in a specific zone called the Dry Corridor.
- **Establish Thematic Platforms for Food and Nutritional Security in six regions.** These regions comprise 90 per cent of the Dry Corridor, which is the area chronically and cyclically affected, leading to the highest rates of poverty, undernourishment and food insecurity. Main activities: sensitization in food security, mapping of major local actors, identification of the main problems in human and territorial development, development of food and nutritional security development plans for the short, medium and long term.
- **NATIONAL COUNCIL FOR FOOD AND NUTRITIONAL SECURITY (CONASAN).** Strategic coordination agency for the food and nutritional security sector. CONASAN is led by the most senior decision-making level of Government and cooperation partners.
- **TECHNICAL COMMITTEE ON FOOD AND NUTRITIONAL SECURITY (COTISAN).** Technical agency in the food and nutritional security sector. COTISAN comprises the operational coordinators of the technical and operating agencies working to combat food and nutritional insecurity. The committee discusses strategies, approaches and tools to improve conditions for food and nutritional security.
- **COVISAN.** COVISAN is made up of committees dedicated to transparency, accountability, citizen participation and access to information.

Achievements in international policies and arrangements for food security.

- Obtain important agreements and grants from interested countries and institutions to work towards eradicating poverty and food insecurity, such as:
 - **Programme of Alignment and Harmonization of Food and Nutritional Security in Honduras with the G-16 Cooperation Group.** Objective achieved: to obtain support from the cooperation group to articulate needs and combat food and nutritional insecurity in the Dry Corridor area.
 - **Winning Proposal by Honduras to the Global Agriculture and Food Security Programme (GAFSP):** Non-reimbursable funding in the amount of US\$30 million to be directed to the Dry Corridor region, consisting of several municipalities in five departments, with the following components: family farming, improvements in nutritional education, health, employment and income generation, monitoring and evaluation, and access to land tenure.
 - **Strategy to Mobilize Resources for the Dry Corridor Alliance (ACS).** ACS was created with funding from the Government of Honduras and grant funding from the major cooperation partners in the amount of US\$200 million in non-reimbursable funds, with the participation of the Government of Honduras, European Union, Government of the United States (USAID), World Bank and Government of Canada.
 - **USDA Wheat Grant.** Mobilization of international resources in support of the Secretariat of Agriculture and Livestock, resulting in US\$30 million for the past three administrations.

- Strengthened links with international cooperation and development organizations supporting food and nutritional security (SAN).
- Obtained excellent results on international support programmes.
- Represented Honduras at international forums relating to food and nutritional security.
- Obtained wide-ranging knowledge on the multisectoral and multidimensional nature of rural sector issues; on this basis, worked to eradicate hunger, poverty and violence in Honduras under a new perspective.

Events, documents and tools:

- National Strategy on Food and Nutritional Security.
- FORO SAN. Successfully carried out four national forums on food and nutritional security.
- 2010, 2012 and 2014 Reports on the Status of Food and Nutritional Security in Honduras. These reports are produced to provide continuity with the publications

- commencing with the 2009 Report on the Status of Food and Nutritional Security in Honduras.
- Report on the Fulfilment of Conditionalities for the fixed and variable tranches of the Programme of Support for Food Security in Honduras (PASAH), which gave access to 10 million euros.
 - Indicators for fulfilment of the variable tranche of the phasing-out agreement for PASAH
 - Standardization Tool for height and weight measurements. More than 400 community volunteers were trained in standardization in the regions, as key actors in the food security evaluation system
 - Strategy on Food and Nutritional Security, publicized version.

2010- Advisor to the President designate and Secretariat of the Presidency, María Antonieta de Bográn, and Secretary of Agriculture and Livestock, Jacobo Regalado, on matters relating to the agrifood sector in the context of food insecurity suffered by the Honduran people, e.g.:

- Auditing, monitoring and review of Secretariat of Agriculture and Livestock (SAG) programmes (COMRURAL, EMPRENDESUR, PRONEGOCIOS, PROMECON) to make them more effective and rapid in response.
- Presidential delegate for supervision and monitoring of SAG goals in the area of food and nutritional security.

2010- Senior consultant on development of the National Strategy on Food and Nutritional Security (ENSAN) 2010–2022. Strategy to coordinate actions by the entire Cabinet, civil society and donors, each in its own sphere of action, in a single direction to respond to the problem of food and nutritional security and related challenges with pillars, principles, measures and guidelines based on human rights.

PUBLIC ADMINISTRATION IN THE AGRICULTURE SECTOR

2002-2006. Secretary of State for Agriculture and Livestock during the administration of President Ricardo Maduro. Responsibilities:

- President delegate on national matters concerning the formulation, coordination, implementation and evaluation of policies relating to food production, conservation and commercialization, modernization of crop and livestock farming, fishing, aquaculture, poultry farming, bee-keeping, animal and plant health, generation and transfer of agricultural technology, irrigation and drainage in agricultural activities, distribution and sale of agricultural inputs acquired by the Government for any reason, regulations governing agricultural inputs, coordination of actions relating to silviculture, senior management of agro meteorology and promotion of agricultural credit.

Achievements and goals in domestic policies and arrangements

- **Honduran Agricultural Platform-** Developed with producers from the 20 most important product lines in agrifood production in Honduras.
- **Government Policy for the Agrifood Sector and Rural Environment of Honduras 2004-2021.** – First sector policy designed for the long term.
- Growth in agricultural GDP during the four years of President Ricardo Maduro’s administration, *continuous growth that had not been achieved in the previous 15 years.*
- Substantial increase in irrigated area, achieving 35,000 hectares of irrigated area representing 50 per cent of the irrigated area in the past 50 years.
- Increase in traditional and non-traditional exports, always securing added value.
- Development of the institutionalization of dairy, African palm, poultry, bee-keeping, fruit and vegetable value chains.
- Development and implementation of the agricultural information system INFOAGRO, (on weather and producer prices)
- Substantial improvement in the National Health System (SENASA)
- Reduction of risk in agrifood production through agricultural insurance, contract agriculture and trust funds, among other arrangements.

Achievements in international policies and arrangements.

- Negotiation of the agriculture component of the Free Trade Agreement with the United States of America and the Dominican Republic, as the only Secretary of Agriculture in Central America to negotiate the treaty directly.
- Implemented a support programme for the palm industry through BCIE and the Government of Malaysia, including a donation of genetic material by Malaysia to install nurseries in Honduras
- Strengthened links with international cooperation and development organizations supporting the Honduran agriculture sector.
- Obtained excellent results on international support programmes.
- Obtained substantial grants from interested countries and institutions directed towards growth of the Honduran agrifood sector. These include: 2KR Programme, Government of Japan; PROACTA, European Union; Grants Programme of the United States Department of Agriculture (USDA), totalling US\$30 million; Millennium Fund Programme (US\$72 million) and European Union.
- REPRESENTED HONDURAS AT INTERNATIONAL FORUMS SUCH AS CAFTA, WTO, THE CENTRAL AMERICAN AGRICULTURAL COUNCIL, FAO, and others.

CONSULTING AND ADVISORY

Annex
(Original in Spanish)

Responsible for leading a group comprising a multidisciplinary team of freelance experts with more than 35 years of experience in consulting, advisory assistance and project management in the agrifood sector.

The group produced studies for the private agrifood sector, the Government and international organizations such as Technoserve, FAO, WFP, PACTA, World Bank and IDB.

AGRICULTURAL PRODUCTION

2012 to date

- General Manager, Finca Los Azahares, a family business exporting citrus fruit to the European and Caribbean markets; basic grains, papaya, mango, avocado, coconut and sheep for the domestic market; and timber products as a long-term investment.
- The company offers fair working conditions and a deep-seated focus on strengthening the family unit by providing support for education and healthcare in the form of 100 per cent of school supplies and uniforms and medical needs.

1996-2005

- General Manager, Inversiones Santa Cruz, a family business engaged in poultry farming. Responsible for the design, implementation, financing and administration of a farm with 125,000 laying hens.
- Gained first-hand experience of price volatility, inadequate credit, unfair markets, the lack of an agricultural safety net and the final blow of a natural disaster that in the space of a few hours destroyed 15 years of effort and life savings – Hurricane Mitch, which left effects in its wake – especially financial ones – from which the production sector has yet to recover.

ORGANIZATIONAL EXPERIENCE

2000-2002. President of the Association of Poultry Farmers of Honduras.

Organized the poultry sector to promote structured national production, taking the first steps to establish organizations for commercialization and national distribution of eggs, culminating in a beneficial price structure for each link in the value chain.

ACADEMIC INSTITUTIONS

1982-1996. General Manager of the Zamorano Pan American Agricultural School. Responsibilities:

- General coordination, control, oversight, agricultural production, teaching, administration, marketing and management of human resources.

- Develop new and innovative strategies to manage difficult issues in the Honduran context such as human resources, relations with neighbours, land tenure and sustainable water use.
- Develop and present budgets and annual reports to the board of directors, based in Boston, Massachusetts.
- Develop proposals to donors for fund-raising purposes.

Achievements and goals

- Quantitative and qualitative expansion needed to position the institution as one of the best agricultural universities in the world.
- Opened the doors to women students.
- Raised the number of students from 180 in 1981 to 700 in 1994.
- Implemented the changes and adjustments needed for accelerated growth in the school's facilities in accommodations, laboratories and teaching equipment to continue in the tradition of learning by doing while maintaining the institution's characteristic discipline.
- Increased the institution's endowment fund to cover a high proportion of operating costs.
- Created a system of scholarships to award a minimum of 50 per cent scholarship to all students, up to 100 per cent for low-income students.
- Generated a strong, solid and permanent institutional and personal relationship with donor organizations: the Governments of Honduras, Ecuador and the Government of United States through USAID, USDA and ASHA; the Government of Japan through the 2KR (Second Kennedy Round) programme and the Government of Germany through the scholarship programme with GTZ, among others.
- Obtained partnership agreements with academic institutions in connection with agricultural research and development such as Texas A&M, University of Florida (Gainesville), Mississippi State University, Cornell University, California Polytechnical Institute (CALPOLI) and NMSU (Las Cruces New Mexico), among others.

1982-1996. University professor. Taught farming administration and microeconomics in the agronomy and agribusiness programmes. Invited in 2006 to teach the first programme on agriculture and sustainable development to students in the agribusiness programme.

PUBLIC AND PRIVATE BANKING

1984-1999. Member of the board of directors of the Grupo de El Ahorro Hondureño (now Davivienda). In addition to serving as a standing member of the board, led an continuous improvement programme on behalf of the president to increase productivity by motivating officers and staff of the banking group, which generated excellent profits at the time.

1978-1980. Assistant to the Director of the Rural Credit Project funded by the Central Bank of Honduras and liaison with the World Bank, responsible for missions arriving in the country to perform programme monitoring and evaluation.

Annex
(Original in Spanish)

1974-1976. Agricultural credit officer at Grupo el Ahorro Hondureño, responsible for planning and supervision of agricultural project finance, as well as technical assistance support to clients.

AGRICULTURAL EXTENSION

1972-1973 Agricultural extension officer for the DESARRURAL Programme under the Ministry of Agriculture and Livestock, assisting beneficiaries with agrarian reform as well as local smallholder producers.

ACADEMIC EXPERIENCE

1970-1972 Agronomy, Zamorano Pan American Agricultural School, Honduras

1973-1974 Bachelor of Science in Agriculture, New Mexico State University, United States

1976-1978 Masters in Business Administration, INCAE, Managua, Nicaragua

Ambassador Mariano Jiménez Talavera

Candidate for the position of President of IFAD proposed by the Republic of Honduras

- 1. Why do your qualifications and experiences make you a suitable candidate and what values would guide you as the President of IFAD? Describe also your management style, how you would work with your ideal senior management team and ensure a good work environment within the organization?*

IFAD shares the United Nations Sustainable Development Goals and specializes in providing funding and mobilizing supplementary resources to promote economic progress for rural people living in poverty, mainly by improving their agricultural productivity, to boost their incomes and improve their food security. IFAD also supports countries seeking to make their agriculture sectors more sustainable. In both these areas, IFAD's coverage is insufficient and can and must be made better.

My technical, professional, academic and political experience of 40 years working in rural agricultural development in the public, private and international spheres, with leadership based on integrity, commitment, transparency and teamwork, makes me the best candidate to occupy the position of President of IFAD. The world was taken by surprise by the shock of the COVID-19 pandemic and by violence and armed conflicts in various parts of the world. This has led to a global food crisis that calls for leaders who can gain trust and leverage financing. IFAD, with a dynamic President, can assist the countries most vulnerable to hunger, poverty and climate change under a comprehensive and balanced perspective.

I began my professional career as a rural agricultural extension officer working with smallholder producers. I acquired personal experience as a small-scale producer in the poultry, horticulture and export citrus sectors, where I experienced first-hand the aspirations, priorities, needs, weaknesses and bottlenecks in the sector, particularly in gaining access to credit, market intelligence and fair prices. Through the poultry sector I gained national-level organizational experience as president of the National Association of Poultry Farmers of Honduras (ANAVIH), where we solved major problems in the egg trade by setting up an inclusive national distributor. This was followed by 18 years of experience in agricultural banking as an agricultural technician in the Livestock Project funded by the Central Bank of Honduras and the World Bank, later sitting on the board of directors of the Honduras Savings Group, a nationwide financial group.

My position as General Manager of the prestigious Zamorano Pan-American Agricultural School for a period of 15 years trained me in institutional and human talent development with 1,800 staff, professors and students. At this agricultural university registered in the state of Delaware (United States) and operating in Honduras since 1942, serving all of the countries in Latin America, I mobilized grant resources each year from the United States, Germany and Japan, among other donors. I had the opportunity to gain experience as an academic, teaching agricultural microeconomics and macroeconomics to third-year

engineering students, as well as in the university's first programme in sustainable development and food security.

I began my 20-year career in the public sector as Secretary of State for Agriculture and Livestock, where I acquired a broad-based view of food value chains, and above all of the needs of farm workers, women, indigenous and Afro-descendant peoples in rural and urban food systems. All of this came together in the first Government Policy on the Agrifood Sector and the Rural Environment 2004-2021. International experience as the principal negotiator for CAFTA for the agriculture sector strengthened my capabilities in leveraging international resources, which enabled me to mobilize grant funding from the United States and the European Union during the subsequent administrations.

In 2010, when the Central American region was dealing with a protracted period of drought, migration and famine, I directed my efforts towards food and nutritional security. I acquired a multisector, multidimensional and multidisciplinary vision of the actions and measures conducive to reducing hunger and poverty. We began with the Law on Food and Nutritional Security, encompassing the human right to food and creating an institutional system of technical and political consultations and surveillance that brings together all actors in society. I led a process that culminated in the National Policy and Strategy on Food and Nutritional Security 2012-2022 establishing an innovative model of local development, ultimately implemented through the Dry Corridor Alliance where we converted a grant for US\$30 million from the Global Agriculture and Food Security Programme into a US\$200 million compact with grants from the European Union, the United States, Canada and the World Bank to reach 50,000 families living in extreme poverty and acute food insecurity in the country's most arid region. Today these families are producing their own food and supplying other parts of the country. This experience motivated me to launch my candidacy to respond to the needs of many countries in Africa and to increase the scale of investment to reach other regions (including my own country) for the post-COVID economy and to make up lost momentum on working towards the SDGs.

During the past year and a half as Ambassador and Permanent Representative of Honduras to the United Nations Rome-based agencies, I have been dedicated to forging links of unity among our countries. I began my work in my own region of Latin America and the Caribbean, working to come up with fair, balanced and effective solutions to the deep-seated economic, environmental and social crisis facing smallholder producers in our region. Clearly, their needs are not much different from those of their counterparts in other developing countries. I have also had the opportunity to learn about the structure and workings of IFAD and the specificities of each of the United Nations agencies, as well as their institutional and financing needs.

IFAD should be an innovative institution committed to sustainable development to meet the challenges of the 2030 Agenda in a timely way. Support for developing countries should include – in addition to financial resources – investment in infrastructure to ensure rural connectivity and access to digital platforms for education, training and markets, as the cornerstone of inclusive and fair agricultural development. Food production must include nutritional, environmental and social components, democratization and

redistribution of the factors of production and technology, as well as the inclusion of women and youth to anchor families, prevent migration and promote local development.

What is needed are comprehensive, creative, innovative and aggressive solutions to bring agricultural development into the mainstream of the digital era. In order to achieve this, my management style as President of IFAD will be based on shared, inclusive leadership with a high level of efficiency, to promote equal integration of knowledge and capacities, generate proactive and positive synergies, increase participation and spark interest and creativity among the IFAD team, along with healthy competition.

In short, I am familiar with the issues of agricultural development from all angles and perspectives, I have the ability to apply this knowledge to the context of each developing country and region, and I know exactly how IFAD can be strengthened institutionally and financially to become the best international organization to address these issues.

I have the experience and the capacity to take IFAD to the leadership position it deserves at a time when the world faces issues of food production and food security under the effects of climate change, health crises and wars, and excessive price increases for inputs and food products.

I undertake to work to bring better living conditions to rural areas, to improve food and nutritional security for all countries and to transform agriculture to help achieve a peaceful and sustainable world.

2. What are the lessons you have learnt related to strategic thinking and in formulating development strategies and plans, and how will you use them to advance IFAD's mission?

My experience in exercising strategic thought and formulating development strategies and plans was formed over 30 years of performing in management and leadership positions in the private, public and international cooperation spheres. Some examples of my participation as directly responsible or senior adviser for development strategies and plans are outlined below:

- **Strategic Plan for the Pan American Agricultural School "El Zamorano"**
- **Government Plan "Maduro Listens" for the agriculture sector, for President Ricardo Maduro Joest (2001-2005).**
- **Government Policy for the Agrifood Sector and the Rural Environment in Honduras 2004-2021.** The policy sets out two main objectives: (i) Transformation of the agrifood sector: transform the agrifood sector by increasing competitiveness to successfully position it in the global economy, and competitively supply the domestic market with the sustainable use of resources; and (ii) Poverty reduction: contribute to reducing poverty for rural poor people and ensure food security for the country under a national development approach.
- **National Strategy on Food and Nutritional Security (ENSAN) 2010-2022.** Multisector, multidimensional strategy linking actions by the whole Cabinet, civil

- society and donors, each in its own sphere of action, working together to address the problem of food and nutritional security and related challenges with human rights-based pillars, principles, measures and guidelines.
- **Public Sector Agrifood Strategy and Implementation Plan 2010-2014.** The overall objective is to reduce rural poverty by consolidating and promoting a modern, diversified agrifood sector that generates higher productivity, value added and competitiveness in a way that is efficient and environmentally sustainable, in support of food security, contributing to generating sector employment and incomes, by improving competitiveness and transformation of production, contributing to agrifood growth sustainably and reducing poverty among rural families with differentiated actions to support crop and livestock farmers and other actors in the sector.
 - **National Investment Plan for the Agrifood Sector 2011-2014.** The stated objective was to help reduce poverty levels by raising the incomes of beneficiaries through inclusive economic growth, job creation and sustainable food and nutritional security, with a total investment of US\$790 million.
 - **Proposal of a Food Security Project for the Dry Corridor of Honduras to the Global Agriculture and Food Security Programme (GAFSP) 2014-2019.** Seeking non-reimbursable funding of US\$30 million to commence the Dry Corridor Alliance, for the purpose of reducing poverty and malnutrition through tactical investments in agriculture, nutrition and rural infrastructure. The aim was to lift 24,000 families out of extreme poverty, reduce malnutrition by 20 per cent in the target communities and lay the groundwork for long-term rural development, with investments designed to integrate the poorest areas with the greatest potential to supply domestic food markets.
 - **Alignment and Harmonization of Food and Nutritional Security in Honduras with the G-16 cooperation group.** The objective achieved was to obtain financial support from the cooperation group for the Dry Corridor Alliance, in the form of US\$170 million in grant funding.
 - **Strategy for Climate Finance Inclusion for Rural Enterprises located in Protected Forest Areas and Deforested Zones 2021.** Twenty-five years ago, Dutch cooperation funded seed capital to set up the Entrepreneurial Rural Development Foundation (FUNDER) in Honduras, which has become a successful example of providing concessional lending to 38,000 producers in the country's rural areas. The financial inclusion strategy incorporates accreditation with the Adaptation Fund and the Green Climate Fund to expand financial capacity and promote resilience and adaptation to global climate change.
 - **Digital Villages in Remote Areas Project.** The Central American region suffers high rates of migration and violence, exacerbated by natural disasters and, more recently, external shocks that have led to higher prices for fuel and fertilizer and disrupted import-export channels. In 2021, I supported digital connectivity in isolated communities of Latin America such as El Santuario, Choluteca, which will lead to electrification that will in turn improve refrigeration, irrigation and communications using agricultural waste and solar energy. The sale of carbon rights for these projects will generate part of the resources to finance the works.

IFAD could become a facilitator for villages and small groups of producers with no access to energy and communications.

Faced with a global crisis of the combined effects of climate change, the COVID-19 pandemic, wars and spiking prices for food and agricultural products, with growing rates of hunger and population growth (according to United Nations calculations, the world will have 10 billion inhabitants by the year 2050), IFAD's mission to transform rural economies and food systems to become more inclusive, productive, resilient and sustainable makes it the most significant and relevant fund for the present and future of humankind. IFAD currently lacks the scale to generate a transformation of agriculture and there are sectors such as fishing, dairy farming and agroforestry that have received small investments rather than transformative investments. Climate finance offers an opportunity to scale up IFAD's coverage and projects.

My strategy to promote IFAD's mission is based on setting an example, or "walking the talk". IFAD must be an example of the inclusivity, productivity, resilience and sustainability that it promotes in the world, by putting together inclusive and productive teams capable of understanding beneficiaries and responding with innovative, effective, efficient and timely solutions. Success in these two aspects will ensure the institution's sustainability and resilience.

In order to achieve **financial sustainability**, I personally will knock on the doors of members, development banks and climate funds to forge strategic partnerships. Inclusivity guarantees a broad and comprehensive vision of the set of problems we need to solve. As President, I will be able to empower rural communities and small food producers to make their voices heard, as well as supporting them with projects that raise their productivity and incomes, in turn promoting the transformation of food systems towards sustainability and resilience under a climate change and human rights approach. I will include women in the senior Management of IFAD and close the gender gap at the institutional level. Equally, I will provide an appropriate response to the problem of youth migration by including highly capable and creative young people into IFAD working teams. The Fund's resilience rests on strengthening its human resources, who must be an empowered, motivated, creative and innovative team committed to IFAD's vision and mission, working in an orderly and dynamic environment that promotes unity and solidarity in situations of instability or crisis.

- 3. What is your vision for IFAD? How would you strengthen its role and effectiveness as part of the international aid architecture, particularly in the context of COVID-19, economic shocks, climate change and biodiversity erosion? And in contributing to achieving the Sustainable Development Goals by 2030, especially the elimination of hunger, malnutrition and poverty, including in the most fragile contexts?*

Our planet and our people, both wounded by a society and system that produces and permits inequality, inequity and social injustice – even in the midst of a global pandemic – urgently need leaders who can instill a powerful vision of a rural community where people live a

full life without poverty or hunger. Until a few years ago we spoke of the three Ps: people, planet and prosperity. More recently, two more have been added: peace and partnership. IFAD needs to align its vision and accompany the search for greater production with these other challenges.

In a global context of international assistance that is increasingly focused on direct humanitarian aid to alleviate daily hunger, IFAD is the only international organization specializing in development that is devoted exclusively to transforming agriculture, rural economies and food systems.

This is the time for IFAD to shine. We cannot limit ourselves to just meeting the credit needs of 100 million people by 2030. The forestry sector benefits 1.4 billion people, the dairy sector 800 million. These numbers show that we have fallen short. Transforming agriculture towards sustainability and resilience calls for an increase in public and private investment. IFAD needs to activate new instruments, such as the debt swaps that have emerged in recent times. Others, such as carbon markets, are just emerging. IFAD has the expertise and the contacts and should have the ambition to expand its funding sources.

IFAD's development vision enables it to catalyse public and private investment to provide comprehensive solutions to hunger, malnutrition, poverty and climate change in rural communities by focusing its efforts on two fundamental themes in addition to the current ones: local production of nutritious food and generating digital educational and income opportunities for women, youth and the most vulnerable.

Strategic local food reserves have existed since biblical times. Since the COVID-19 pandemic, even the most vehement advocates of globalization agree that our ancestors were right: IFAD needs to explain to the world that food and nutritional security is essential to achieve a lasting rural transformation.

Young people migrate because of a lack of opportunity and limited access to quality education. The COVID-19 pandemic has breached the barriers of time and space in education, the job market and entrepreneurialism. IFAD should be a strong catalyst for rural development by investing in digital infrastructure with renewable energy sources to guarantee access to high quality virtual education and to the digital global market, opening up for rural youth and women – who are absolutely excluded at the moment – an infinite number of opportunities for development and wealth creation without abandoning their families and communities.

IFAD will also need to coordinate action with other organizations in the field, South-South cooperation, strengthening of local governance capacities and transformation of rural institutions, which are key to achieving inclusive and sustainable agrifood systems. The collective measures adopted by communities and organizations of producers, together with participatory governance and enabling regulatory environments, are the pillars of a lasting rural transformation.

Eradicating hunger, rural poverty, food insecurity and all forms of malnutrition, particularly in fragile and degraded systems, requires investments focusing on access to inputs, small-scale infrastructure to increase production and commercialization, digital infrastructure and access to digital education and markets, to bring rural communities into

the digital economic mainstream. A well-nourished, educated and productive community living a full life without poverty or hunger, in peace and harmony with the environment, would make an enormous contribution to achieving the SDGs by 2030.

4. As President, how would you ensure IFAD's continued financial sustainability and mobilization of more resources (particularly to the poorest countries and in light of economic constraints), to allow IFAD to fulfil its mission and exert its comparative advantages? How could IFAD further strengthen its cooperation with low- and middle-income countries?

IFAD's growth and financial sustainability has become even more important than before. The pandemic has revealed the weakness of our food systems and the need to strengthen national food production. Nevertheless, the conflict between Russia and the Ukraine has altered the political scene, draining off funds to defence budgets and emergency food aid. Within this immediate and short-term scenario, IFAD should mobilize resources for long-term agricultural development to help reduce migration, social problems and poverty, mitigate the effects of climate change and generate better opportunities in developing countries and those in conflict. In other words, IFAD has the difficult task of convincing donor countries that it is better to invest their resources in the development of fragile countries than in war.

To address this situation, as President of IFAD I would seek to expand the sources of financial resources in several ways:

- Conduct a short-, medium- and long-term analysis of investments in financial instruments through the institution's treasury.
- Increase direct income through personal visits to donors not having followed through on their pledges to explain the advantages of ensuring that IFAD successfully carries out its investments in agricultural development. Also, determine the reasons for their diminished motivation in order to address them.
- Strengthen and increase IFAD's partnerships with development banks to make joint investments for greater efficiency, and expand project areas and size.
- Improve efficiency in the controllership, programme and operating areas of the organization to achieve a leaner, more efficient organization with more muscle and less fat.
- Stay closer to projects in the field, seeking more and better knowledge and involvement by beneficiaries.
- Secure greater collaboration and investment with governments and the private sector for a more efficient use of IFAD resources.
- Generate project performance indicators not only in terms of milestones reached but also the efficiency of each euro invested.
- Generate and institutionalize a permanent search for resources, raising the profile of IFAD.
- Seek out synergies between projects in the field and local organizations facilitating agricultural credit (rural credit unions, cooperative banks, etc.) to complement IFAD resources.

Annex
(Original in Spanish)

- Create innovative second-generation debt swap mechanisms with bilateral and multilateral creditors and other financial institutions so that part of the interest paid by low and middle-income countries is used by IFAD to contribute to their development.



*El Embajador de España
en Italia*

Rome, 6th May 2022

Mr. Luis Jimenez-Mcinnis
Secretary
International Fund for Agriculture Development (IFAD)
Rome, Italy

Dear Secretary,

I have the honour to inform you that the Spanish Government nominates Doctor Alvaro Lario as a candidate for the office of President of the International Fund for Agriculture Development (IFAD).

Dr. Alvaro Lario is currently the Associate Vice President for Financial Operations and Chief Financial Officer at IFAD. His leadership has enabled IFAD to become the first United Nations Fund in obtaining two very high credit ratings, expand the mobilization of resources to the private sector and put the institution in a sustainable trajectory. He has over twenty years of extensive experience in private sector, international financial institutions, including developing local capital markets and investments in emerging markets at the International Financial Corporation (World Bank Group) and academia.

Please accept the assurances of my highest consideration.

A handwritten signature in blue ink, appearing to read 'A. Dastis', with a large, stylized flourish at the end.

Alfonso Dastis
Spanish Ambassador to Italy and San Marino, Permanent Representative
to FAO, WFP and IFAD
Governor of IFAD

Alvaro Lario, Ph.D.

alario@alumni.princeton.edu • +39 33 56 41 51 63



Senior Development Finance Executive with C-level and Board experience in emerging markets, sustainable finance, and impact investing. Fluent in English, French, and Spanish. Intermediate German and Italian.

Professional experience

2018-2022 **UNITED NATIONS- IFAD (INTERNATIONAL FUND AGRICULTURAL DEVELOPMENT)**
CFO, Associate Vice-President Finance Department; UN Assistant Secretary General

- Led financial and business model transformation to make IFAD the 1st United Nations fund and non-bank agency to be rated AA+ by credit rating agencies S&P and Fitch Ratings.
- Acting Associate Vice-President of External Relations, Global Partnerships, Communication and Secretary from July-November 2021. Led corporate preparation of Food System Summit and COP26.
- Responsible for Financial Management Operations in +93 countries and US\$ 8 billion loan portfolio with +50% in SubSaharan Africa.
- Chair of Financial and Risk Management Committee. Member of Executive Management Committee, Enterprise Risk Management Committee and Operations Management Committee.
- Chair of Board of social impact AgriBusiness Capital (ABC) Fund: Focused on rural youth employment in poor countries through small loans to agripreneurs and SME. Created with EU, Luxembourg and AGRA.
- IFAD Executive Head to United Nations Pension Fund Board.
- Led corporate areas: Treasury, Financial Risk, Controllership, Accounting, Financial Management Operations (Fiduciary risk).
- Led Graduation Policy of Upper Middle Income Countries and Co-Led highest Replenishment ever (IFAD12).
- Represented IFAD in complex negotiations: conflict-affected states of Yemen and Syria on financing arrangements to resume operations or Somalia and Sudan HIPC decision point.
- Successfully built strong organizational capability:
 - Creation new capital structure methodology and new loan allocation mechanism.
 - Creation of Financial Risk department and financial risk framework: new capital adequacy model, asset liability strategy and sovereign credit risk framework.
 - Creation of Development Finance Unit: Implemented new lending policies, new restructuring policies, new disbursement policy and update Debt Sustainability Framework.
 - Creation of Controllership function and Internal Control Framework.
 - Updated Financial IT infrastructure and Treasury Management System.
- Led signing of +US\$1 billion of private sector, sovereign and concessional loans to IFAD from different impact investors, multilaterals, sovereign countries and agencies.
- Mentored Mid-Career Women through IFAD's Women Network.

2017-2011 **WORLD BANK GROUP: IFC (INTERNATIONAL FINANCE CORPORATION)**
Head of EM & Global Sovereigns and Lead Treasury Capital Market Development

- Lead on Joint World Bank Group (WBG)-IFC Capital Markets Development Group. Ensure coherence to WBG efforts on capital markets and coordination of effective country interventions and transactions.
- Member of the Renminbi Task Force: Led and managed RMB 12bn investments in government and corporate bonds in the China onshore interbank bond market. Advised on PBOC quota approval process.
- Advised Rwanda Capital Markets Authority on Capital Markets Roadmap.
- Created and Managed US\$2 billion equivalent EM Corporate Debt program in local currency investing in Mexico, Brazil, Colombia, Chile, China, India, Korea, Malaysia and South Africa.

- Led multicultural team of direct reports across London, Singapore and Washington office.
- Member of the strategic top-down Treasury asset allocation team. Treasury AUM: \$38 billion.
- Nigeria Naija Bond Award: First Multilateral issuance in Nigeria and Investment of Naija proceeds.
- Indian Masala Bond Award: Development of offshore Masala markets through IFC issuances.

Senior Portfolio Manager

- Managed US\$8bio. Global Sovereigns & Government Agencies.
- Managed US\$4bio. EM Local Sovereign Debt (Mexico, Brazil, China, Colombia, Korea, Nigeria and Poland).
- Speaker at Euromoney, Milken Institute, Central Bank and Investment Bank conferences.

2011-
2008 **INSTITUTO DE EMPRESA BUSINESS SCHOOL**
www.ie.edu. University. Top European Business School and Ranked Nr. 1 Finance Worldwide. Madrid, Spain

Adjunct Professor in Finance

- Executive Education, Master in Advanced Finance and Master in Finance.
- Portfolio Management. Investments. Two Awards Best Teacher.

2011-
2006 **RENTA 4**
Financial Services industry; Madrid, Spain.

Head of Alternative Investments

Education

IMD BUSINESS SCHOOL

2021 *Advanced High Performance Leadership Program* ▪ *Executive Education.*

2020 *High Performance Leadership Program*

WORLD BANK GROUP

2017 *Corporate Leadership Program* ▪ *Cohort XIII .*

COMPLUTENSE UNIVERSITY

2006 *PhD in Finance; Cum Laude* ▪ *Thesis: Essays in Corporate Risk Management.*

LONDON BUSINESS SCHOOL

2005 *Master of Research in Economics* ▪ *Thesis: Monetary Policy Transmission Mechanism and the Banking Sector.*

▪ *Teaching Assistant: Understanding International Macroeconomics.*

▪ *Full Postgraduate Fellowship: UK ESRC and ICO Foundation.*

PRINCETON UNIVERSITY

2003 *Master in Finance* ▪ *Thesis: Market versus Statutory Approach in Sovereign Debt Restructuring.*

▪ *Teaching Assistant: Introduction to Financial Engineering.*

▪ *Full Postgraduate Fellowship: La Caixa Foundation.*

What is your vision for IFAD? How would you strengthen its role and effectiveness as part of the international aid architecture, particularly in the context of COVID-19, economic shocks, climate change and biodiversity erosion? And in contributing to achieving the Sustainable Development Goals by 2030, especially the elimination of hunger, malnutrition and poverty, including in the most fragile contexts?

IFAD's work in sustainable rural transformation is critical to end rural poverty and hunger and to ensure no one is left behind. If IFAD did not exist, member countries would rally to create an institution that could address the current twin crises: food insecurity and climate change.

My vision for IFAD is one where IFAD plays a catalytic role as an assembler of development finance for rural areas with strong technical capacity to fully mainstream climate, provides digital solutions to small-scale producers and creates economic opportunities for women and youth. For the Fund to play a catalytic role in achieving food security, improved nutrition and provide these opportunities, IFAD needs to combine the strong results and impact-oriented programmatic approach with the financing mechanisms of a development financial institution.

First of all, I firmly believe that IFAD needs to prioritize raising the visibility of its work and the importance of its mission in order to scale up the mobilization of resources towards rural transformation. If elected, I will work to make IFAD the global leader in rural poverty eradication and become a key major player in the 2030 Global Development Agenda. My main priorities for the following four years are the following:

✓ **IFAD AS AN ASSEMBLER OF DEVELOPMENT FINANCE**

As IFAD President, my highest priority will be to raise IFAD's visibility in the development architecture space and focus on mobilizing additional resources. IFAD has shown tangible impactful results in its programs and is in a strong position to leverage on its credibility to mobilize additional resources for SDG2. If IFAD does not scale up its ability to bring new partners and is able to mobilize additional resources, it will not be in a position to accomplish its goal of doubling impact by 2030. IFAD needs to catalyse resources across different stakeholder groups and has a big opportunity to become an assembler of development finance by partnering even further with like-minded global institutions like GCF or GEF. Additionally, borrowed resources from private impact investors and co-financing from local governments will also be key to mobilize additional resources to close the financing gap.

With the growing importance of mobilizing additional resources, the focus will shift from the impact of the Programme of Loans and Grants to the overall impact of the Programme of Work. To operationalize and execute this vision, IFAD needs to design an organizational structure that is fit for purpose and is aligned to working through an increased number of new partners. This will require further prioritization of the allocation of internal resources to deliver an increase programme of work which ultimately will help IFAD double its impact by 2030.

✓ **MAXIMIZING ALLOCATION TO LICs AND LDCs WHILE PRESERVING IFAD'S UNIVERSALITY**

IFAD allocation to low-income countries (LICs) in IFAD12 was too low. For IFAD13, IFAD needs to redouble its efforts to increase its allocation to low income countries – LICs – and more generally increase its assistance to least developed countries – LDCs- and countries with fragilities. At the same time IFAD needs to preserve its universal approach since many middle income countries and

some upper middle income countries still have a large number of poor rural communities. That is why IFAD needs to pursue a gradual leveraging strategy and use borrowed resources to tailor IFAD's financing while freeing up replenishment resources to be focused in low-income and low-middle income countries.

If elected, I will propose a number of strategic financial solutions to increase the percentage of allocation of core resources to low-income countries (LICs) that are currently eligible to borrow. For example, this could be done by redesigning the eligibility to core resources based on lending terms as well as income category. This will result in access to two well defined windows: a concessional and a non-concessional window. The existence of these windows will naturally produce some trade-offs across income categories that would need to be analysed and communicated transparently. There are also other solutions that can be explored which would require to adjust the level of concessionality based on the project components and other methodologies. If elected, I would explore these options jointly with the Executive Board for IFAD13 replenishment and future replenishments.

✓ **FULL CLIMATE MAINSTREAMING**

Climate-related shocks are a key factor of impoverishment. Poor rural people are generally less resilient because they have fewer assets and collateral to fall back on when an extreme climate event occurs. Any shock forces poor rural people to migrate, sell productive assets or even to withdraw their children from school. Droughts make rural populations more vulnerable to increasing food prices and to losing their own agricultural production.

Climate change affects countries in all income categories and IFAD needs to address these emerging and growing risks by putting climate adaptation at the centre of a new agenda for rural poverty reduction. If elected, I would go beyond the current grant climate funding model based on the successful Adaptation to Smallholder Agricultural Program (ASAP+) and explore the benefits, costs and institutional changes needed for IFAD to fully mainstream climate into its programs. I firmly believe that to attract additional climate financing, IFAD needs to ensure that its project are fully climate attributable as well as to explore how to make this funding part of IFAD's core financing.

✓ **PROGRAMMATIC FOCUS ON WOMEN AND YOUTH**

For an inclusive rural transformation to be successful, women and youth need access to economic opportunities and productive resources. During the next decade the rapid youth population growth will contribute to further fragility and forced migration unless rural transformation offers economic opportunities to these groups. Youth and job creation will become a key component of creating decent livelihoods and IFAD needs to provide ways for local governments to increase their investment in midstream of food systems that can generate decent employment. Under my tenure, IFAD created and structured the AgriBusiness Capital ('ABC') Fund that focuses in creating job opportunities for the rural youth, and in funding the missing middle. Going forward, IFAD's main public lending programs and the private sector window need to redouble their efforts on rural youth job creation.

In addition, gender equality is also a key building block for social justice and is also a valuable economic asset. In countries where more women work and more women and girls are educated, economies grow. IFAD needs to ensure that gender mainstreaming encourages women's access to productive resources and economic opportunities as well as representation in rural communities' decision-making.

✓ DIGITAL SOLUTIONS

Digital transformation can unlock the potential for smallholder farmers globally to increase their incomes. It is an opportunity for farmers to be visible and to engage directly with their customers. When it comes to subsistence agriculture, digital transformation is a priority. IFAD needs urgently to partner with the private sector to accelerate the introduction of technology solutions in its programs in remote rural areas. Under my leadership, IFAD has piloted a Blockchain solution in Kenya to enhance transparency and accountability when disbursing flows to IFAD's project. Over time, it is expected that the blockchain solutions empower IFAD to introduce automated capabilities that reduce administrative overhead on project and operations teams while increasing security and control over project funding.

✓ PRIORITIZATION and DECENTRALIZATION

Finally, IFAD's technical and programmatic offer needs to respond to the challenges of countries with different income categories as well as different geographical diversity. Working globally, in the last end mile and in fragile countries is a very impactful and costly organization model. As President, development impact will be my highest priority and I will not shy away from presenting the trade-offs among competing priorities that will ultimately need to be decided by member countries. I will also continue decentralizing the organization and increasing the number of staff in the field. While pursuing this strategy I will also put on hold the decision to open new Regional offices until IFAD has further conclusive evidence regarding the effectiveness and marginal developmental impact of this model.

As President, how would you ensure IFAD's continued financial sustainability and mobilization of more resources (particularly to the poorest countries and in light of economic constraints), to allow IFAD to fulfil its mission and exert its comparative advantages? How could IFAD further strengthen its cooperation with low- and middle-income countries?

Replenishment is Core: IFAD's replenishment resources and loan reflows are the bedrock of the Fund. They are the fuel that drive IFAD's core programs. In an international context of scarce fiscal space, high inflation and competing global priorities, IFAD needs to explore additional ways of mobilizing funds for its mission. To continue closing the financing gap to reach SDG 2 (and particularly SDG 2.3 and 2.4), IFAD needs to: 1) become an assembler of rural development finance and 2) greatly scale up global investments in these SDGs. If elected President, I have the specialized skills to lead IFAD to close this gap, as demonstrated by the extraordinary transformation of IFAD's business model and financial architecture I have led over the past years. A key example is my leadership in having IFAD become a AA+ rated institution, which now enables IFAD to expand its resource base and increase its impact in countries of all income categories.

My Specialized Expertise Can Support IFAD's Efforts to Close the Financing Gap: During my four years at IFAD, I have led a reform process of IFAD's operational business model and financial architecture. Simply put, these reforms enable IFAD to expand its operational offer and mobilize further resources for low income and low-middle income countries. This transformation of IFAD's financial architecture has required IFAD to adopt a more rigorous and robust financial culture and planning. All of these balanced measures keep IFAD's focus on universality and sustainability while prioritizing and maximizing the allocation to low income countries.

Strategic Measures I Lead to Enable IFAD to be more Effective and Tailored in its Operations:

Under my leadership I have prioritized and linked the access to resources, grants and IFAD's offer to the borrower's development journey:

- **resource prioritization:** IFAD's replenishment contributions are now focused on serving low income and low-middle income countries;
- **mobilizing new resources:** the credit rating, the integrated borrowing program, the euro medium term note program and the sustainable development finance framework have allowed IFAD to mobilize new private resources to allocate to countries in all income categories through a new allocation mechanism (supporting IFAD's universality);
- **total grant prioritization:** the envelope for general regular grants has been reduced in order to prioritize scarce grant resources to highly indebted countries;
- **country grant prioritization:** highly indebted low-income countries have been prioritized to receive in IFAD's grants and countries in moderate debt distress do not receive grants anymore but very concessional loans;
- **loan reflows' prioritization:** countries that reach upper middle income status will now repay IFAD in an accelerated manner to provide further support countries in early stages of development;
- **maturity prioritization:** upper middle income countries continue to have access to attractive semi-concessional terms while they do not have access anymore to very long maturities which are reserve for countries in an earlier developmental phase;
- and finally, **expansion of borrowers:** IFAD provided subnational governments and entities the explicit ability to borrow from IFAD subject to adequate mitigating factors.

Maximizing Development Assistance to LICs: Going forward, I would ensure a prudent allocation of resources that maximizes the development assistance to the low-income countries most in need while not compromising on IFAD's long-term financial sustainability and keeping the universal nature of IFAD. As IFAD President, my focus will be on continuing and strengthening further the work of IFAD in fragile countries and building sustainable resilience at the household, community and country level. At the same time, as a universal institution, IFAD needs to tailor its offer to meet the needs of countries in their development journey from low-income countries to upper middle-income countries. Financial and operational solutions need to be tailored to this reality and IFAD needs to increase its capacity to operate in these countries. If elected, I will work jointly with the Executive Board presenting the solutions and trade-offs to increase the allocation to LICs mentioned in the previous question in a rigorous and transparent manner, like I did in previous challenging decisions.

Why do your qualifications and experiences make you a suitable candidate and what values would guide you as the President of IFAD? Describe also your management style, how you would work with your ideal senior management team and ensure a good work environment within the organization.

Track Record as Creative, Skilled Development Leader to Double IFAD's Impact for the Rural Poor: IFAD is a unique and noble organisation with a critical role addressing the current global food crisis. Over almost 45 years, IFAD has consistently delivered strong impact supporting rural farm communities. However, IFAD now stands at a critical juncture where it needs to scale up its impact, diversify its offer and products while at the same time ensuring IFAD's long-term financial sustainability. At this moment in time, IFAD needs a leader with both deep understanding of these

complex development problems as well as demonstrated technical and institutional knowledge to keep IFAD on its strong foundations while adjusting to the new realities and challenges. Over the past years as a key part of IFAD senior management, I hope to have demonstrated that I am that leader - a skilled, safe pair of hands to protect and guide IFAD in its mission while delivering transformational change for the rural poor who need IFAD the most.

Throughout my career trajectory in senior roles both at IFAD and previously at the International Finance Corporation (IFC), the private sector arm of the World Bank Group, I have led strategic, creative initiatives to use finance to maximize development impact. At IFAD, I led the transformation of IFAD's business model to make it sustainable while also mobilizing increased funding, obtaining wide support across all lists and country income categories to these changes. As a senior development leader, I have always sought a delicately balanced approach between allocations to different income categories, maximizing support to countries most in need and promoting financial sustainability. Further, I believe that my leadership and outreach has enabled IFAD's Executive Board and IFAD Management to build a strong trust that is key for any continued reform.

I similarly have deep experience in representation at the highest levels across governments at both IFAD and at IFC. By speaking the language of both development and of finance, and having a deep global network, I believe this makes me uniquely well-placed to present IFAD's critical mission and needs to scale up in a credible, effective manner to senior decision makers. Thus, I believe that my demonstrated track record as a hands-on, skilled international development leader makes me a strong candidate for IFAD President at this critical moment in IFAD's history.

People-Centric Management Style Based on Integrity, Impact, and Excellence: My core values and management style are based on integrity and impact, keeping people at the centre while delivering excellence. Leadership is a privilege and a responsibility but I am not afraid to make tough decisions when needed and prioritize goals. I foster inclusivity in decision making, very strong execution, creative solutions and the relentless ability to move change forward while never losing sight of the rural poor farmers at the core of IFAD's mission.

Real impact for the rural poor is the key driver in all my decisions. Simply talking about funding gaps and development theories will not improve the individual lives of rural families and communities. We need to walk the talk and dramatically scale-up IFAD's world-class tangible development solutions, mobilizing resources to significantly improve the livelihoods of rural people who deserve to live a life out of poverty. Any vision without a strong execution will not serve rural poor farmers. For IFAD to be a high-performing, decentralized organisation, I believe that the ultimate competitive advantage is not finance or technology: it is IFAD staff. Being people-centric is a key part of my management style.

Positive work environment: Just as rural people are at the center of IFAD's projects, so are people at the center of my management style. It is not just the right thing to do, but it is also what delivers impact. As an IFAD senior leader, I strive each day to lead by example with transparency and fairness in all my interactions with staff, IFAD's governing bodies and partners. My inclusive, empowering management style is based in providing team members the space to voice and debate ideas as well as ensuring that every staff feels a valuable asset in delivering IFAD's mission. A positive work environment at IFAD needs to promote internally a set of clear core values: transparent and open communication, a healthy balance between ambition and internal resources, a sense of unity, an employee growth proposition and recognition of high performance. Ultimately, senior management needs to exemplify these values through their own actions.

Cohesive, Strong Senior Management Team: finally, fostering a cohesive, strong senior management team is a crucial driver of a strong vision and execution for any high-performing organisation and particularly for IFAD at this critical moment in its history. My ideal senior management team is composed of senior leaders with strong, diverse professional and personal backgrounds who work

cohesively together as a team to maximizing IFAD's development impact on the ground but who are not afraid to prioritise and take tough decisions. I am well placed as a trusted, skilled leader to encourage excellence, team spirit, continuity and cohesion in the senior management team in this time of transition. If elected, I will work tirelessly jointly with the Executive Board to be the safe and trusted pair of hands to continue and grow IFAD's noble mission and impact for the rural poor through the global food crisis.

What are the lessons you have learnt related to strategic thinking and in formulating development strategies and plans, and how will you use them to advance IFAD's mission?

Development Strategies May Evolve, but Must Remain Closely Within the Core Mission: Following the core mission is critical. This is especially true with IFAD's unique and impactful mission as the only multi-lateral development institution exclusively focused on supporting small, rural farmers to develop sustainable livelihoods and communities. While one must necessarily adapt development strategies and plans to changing global circumstances, a key lesson in my experience is that, in doing so, an institution must protect its core mission and be laser-focused on the impact of its interventions.

The Multi-dimensional Nature of Poverty Requires Holistic, Collaborative Approaches: Given the multidimensional nature of poverty, my experience has also taught me that development interventions are most effective when these are part of a portfolio of holistic interventions rather than isolated projects. Similarly, development programs are most effective when they focus on a number of complex, inter-related objectives rather than on a single one, like nutrition or climate resilience. This experience reinforces the importance of mainstreaming IFAD's themes of youth, gender, climate and nutrition in all of IFAD's projects. If I am elected, I will reinforce the delivery of an integrated, holistic development strategy that covers the multi-dimensional aspects of poverty reduction, focusing on IFAD's niche and competitive advantage on agriculture and non-farm economic activities. In addition to holistic technical approaches, we must renew the call for collaboration across all stakeholders: farmer's organizations, local governments, IFIs, RBAs and other UN agencies, to end hunger. As IFAD President, I will ensure that IFAD's programs are embedded in broader global and national development efforts, using IFAD's convening power to bring together critical stakeholders.

Impact Measurement: I am proud that IFAD was rated as #1 in development impact by the Center for Global Development last year. This robust impact is at the core of our mission, and must be further nurtured. To increase the impact of development programs, specific and measurable criteria need to be set up to monitor and evaluate the implementation targets of such a strategy. Going forward, investing in IFAD's tailored impact assessments and evidence based outcomes will continue a key investment to show IFAD's value for money proposition.

Knowledge Sharing and Capacity Building: My experience leading IFAD's financial management programs globally has taught me the importance of working with country systems and national consultants. I learned the same both while leading teams at IFC and through my deep network of development finance leaders across the globe. Sharing development experiences, including through South-South, North-South, and triangular cooperation, contribute to the adoption and adaptation of the most effective and suitable development solutions as well as the dissemination of best practices. I am committed to ensuring that knowledge is at the center of IFAD's delivery.

Annex
(Original in Arabic)

**Minister of Finance
Office of the Minister**

No.: 381

Date: 27 April 2022

To: Mr Luis Jiménez-McInnis, Secretary of the International Fund for Agricultural Development, Rome, Italy

Salutations,

Subject: Nomination of Dr. Khaled Mahdi to the Post of President of the Fund

With reference to your letter dated 30 March 2022 concerning the upcoming elections for the post of President of the International Fund for Agricultural Development, pursuant to Article 6.8 (a) of the Agreement Establishing the International Fund for Agricultural Development, and in my capacity as IFAD Governor for the State of Kuwait, I am pleased to inform you of the decision of the Government of the State of Kuwait to submit the nomination of Dr. Khaled Mahdi for the post of President of the Fund.

Dr. Mahdi is currently serving as Secretary-General of the Supreme Council for Planning and Development and National Director of the Country Programme Action Plan with the United Nations Development Programme in Kuwait since 2016. He is a member of the Supreme Council of Education and a board member of the Public Authority for Industries, the Kuwait Institute for Scientific Research, the Public Authority for Housing Welfare, the National Fund for Small and Medium Enterprise Development, the Public Authority for Applied Education and Training, and the Arab Planning Institutes. Dr. Mahdi also leads national efforts to implement the 2030 Agenda for Sustainable Development.

Given his track record, we believe that Dr. Mahdi is fully qualified to head the Fund and support its core functions of achieving agricultural development and combating rural poverty around the world. Also, please find attached Dr. Mahdi's curriculum vitae and the answers to the questions in support of his nomination.

Please accept the assurances of my highest consideration,

(Signed)

Abdulwahab Mohammed Al-Rushaid
Minister of Finance and Minister of State for Economic Affairs and Investments

Annex (1)

SHORT BIOGRAPHY



Khaled A. Mahdi,
PhD, PMP, CEng, GCCarb, P2F,
*serves professionally the academic, private
 and public sectors locally, regionally, and worldwide.*

Government and Public Sector Experience, Khaled is currently serving as the Secretary-General of the Supreme Council for Planning and Development; and the National Director of the Country Program Action Plan with UNDP in the Government of Kuwait since (2016). Currently, he is a member of the Supreme Council of Education and board member of the Public Authority for Industries, Kuwait Institute for Scientific Research, the Public Authority for Housing Welfare, the National Fund for SME Development, the Public Authority for Applied Education and Training and The Arab Planning Institutes. He serves as a member in the Fiscal budgeting Frame, Kuwait University Mega Projects, Ozone Affairs and Climate Change, National Census 2020, G2G Waste management with Singapore, Social Safety Net and Education-Labor Market alignments besides others national committee. Khaled leads the national efforts to implement the **SDG Agenda 2030**. He cofounded the Kuwait Women Distinguished Award (KDWA) and Kuwait Sustainable Development Award (KSDA). He received the "People First" Leader GCC HR Award in (2018).

Khaled was the Assistant Secretary General for the Follow-up and Future Forecasting and the Acting Assistant Secretary General for Planning in the General Secretariat of the Supreme Council for Planning and Development (2015). During which he headed the Consultants Selection Committee, board member of the Public Authority for Civil Information, Kuwait Master Plan 2040 executive committee, the Economic and Fiscal Reform monitoring committee.

He served as an Advisor for the Kuwait University strategic office (2005) and for the Minister of Planning and Development Affairs office (2013).

Academic Experience, Khaled received his PhD in chemical engineering (2000) from **Northwestern University** specialized on statistical mechanics of complex systems. He received his bachelor's degree in chemical engineering (1993) from **University of Toronto**. Khaled started his career working in Water Resource Division in the Kuwait Institute for Scientific Research before moving to Kuwait University to become Associate Professor of Chemical Engineering. He taught 30 different courses in engineering and management. Khaled has authored or co-authored more than 65 journals articles, book chapters, conference papers, a patent, and a book in different fields. His primary interest is modeling complex systems and process optimization. Khaled and collaborators established SYNERGY, research group to study complex networks including social, biological, and financial networks. He received the Best Teaching Award in Kuwait University (2009) and electronic courses award (2006).

Private Sector Experience, Khaled was the managing director and the chair of the board of the Construction Waste Recycle (BOT) project operated by the Environmental Preservation Industrial Company in Kuwait (2010-2013). He sat on several boards of industrial and consulting corporations in Kuwait such as Al-Dhow Environmental Projects Company, vice-chair of Arab International Industrial Projects and International Quarries Company, Focus Consultancy. Kuwait Industries Union featured him as one of the exceptional Industrialists (2011)

Consulting and Training Experience, Khaled serves as a consultant for Kuwait University Academic affairs offices on Kuwait University Strategy in (2005). Later he serves in as an Advisor of the Minister of Development Affairs office in (2014). Khaled participated in many consulting projects with several organizations such as UNCC, KNFP, KPC, EPIC, MOE, KIU, CMA and many others He trained more than 1000 professionals and engineers in project management and leadership. He participated in more than 90 training courses since (2002) in the public and private sectors locally and regionally as well as internationally.

Professional Communities Experience, Khaled is a certified project management professional (PMP), PRINCE2 and a certified consulting engineer (CEng) as well as a certified GCC expert and commercial arbitrator. He is a senior member of American Institute for Chemical Engineers (1989) life-long member of Kuwait Society of Engineers (1993) Project Management Institute (2007) besides membership in several professional societies. Khaled cofounded, chair Kuwait Chemical and Petroleum Engineers league (2005), Kuwait Project Management Society (2015), Kuwait Innovation, and Technology Society (2018). He sits on the AUK's College of Business Administration and Economics Advisory board (2016), The Conference Board executive board (2018), and KU's college of Business Administration of Excellence in Management board (2021)

OBJECTIVE

To serve with excellence the academic, private, and public sectors locally, regionally, and worldwide.

EDUCATION

Doctor of Philosophy, Chemical Engineering (2000)

Northwestern University, USA

Ph.D. Thesis: Phase Diagrams of Polyelectrolyte Solutions.

Supervisor: Prof. *M. Olvera de la Cruz*

Master of Chemical Engineering, Chemical Engineering (1995)

Illinois Institute of Technology, USA

M. ChE. Project: Adiabatic Flow of Dilute Polymeric Liquids Using Brownian Dynamic Simulations of FENE Dumbbells.

Supervisor: Prof. *J. D. Scheiber*

Bachelor of Applied Science, Chemical Engineering (1993)

University of Toronto, Canada

B.A.Sc. Thesis: Thermal and Sonochemical Liquefaction of Coal. Supervisor: Prof. *C. Mims*

Plant Design Project: Design of an Oil Extraction and Protein Isolates Pilot Plant. Supervisor: Prof. *Diosady*

Specialization:

Business Management (courses completed at University of Ottawa, Canada 1991)

Nuclear Chemical Engineering (completed at University of Toronto, Canada 1993)

PROFESSIONAL CERTIFICATIONS, BOARDS, MEMBERSHIPS AND AWARDS

CERTIFICATIONS

- Project Management Professional (PMP), 451958, Project Management Institute, (2007)
- Consulting Engineer (CEng), 818, Kuwait Society of Engineers, (2007)
- Certified Arbitrator and Expert (GCCarb), GCC Commercial Arbitration Centre, (2009)
- PRINCE2®: 2009 Foundation Certified, P2R/784886, UK Office of Government Commerce, (2011)

BOARDS

- Center of Excellence in Management, College of Business Administration, Kuwait University, Board member (2021)
- The Conference Board, Advisory Board member (2018)
- Advisory board, College of Business and Economics, American University of Kuwait, Board member (2016)

MEMBERSHIPS

- Kuwait Economic Society, Member (2019)
- Kuwait Science and Technology Society, Founding member (2019)
- Kuwait Project Management Society, Founding member (2017)
- Society of Manufacturing Engineers, Member (2017)
- Society of Public Relations & Customer Service, Member (2017)
- Project Management Institute, Member; PMP (2005)
- Institute of Chemical Engineers, Associate Member AMIChemE (2005)
- American Institute for Chemical Engineers, Senior Member (1989)
- Kuwait Society of Engineers, Life-long member; CEng (1993)

AWARDS

- "People First" Leader Award, HR GCC, Abu Dhabi, UAE (2018)
- Best Teaching Award, College of Engineering and Petroleum, Kuwait University, Kuwait (2009)
- Outstanding Achievement in Bachelor Studies Award, the Embassy of the state of Kuwait, Washington D.C. , USA (1993)
- Several recognitions for achievements from civil societies and government agencies

GOVERNMENT WORK EXPERIENCE

GOVERNMENT POSITIONS

2016 – Present **General Secretarial of the Supreme Council for Planning, Kuwait**

Secretary-General

National Director of the Country Program Action Plan

Head of the Consultants Selection Committee (2016 - 2017)

- Manages the General Secretariat technically, administratively, and financially, restructures the General-Secretariat to more efficient organization entitled to receive the ISO 9001:2015 for the GSSCPD and promotes new HR policy based on training, mentoring, coaching and role modeling.
- Restructure the General Secretariat and sets up its strategy for transforming the organization to be a leader in national planning with the direction based on “think global, act local” strategy.
- Reforms the planning process in Kuwait National Development Plan. Introduces the pillars of the vision and Global Competitiveness Indices. Sets projects selection criteria led to better public investment in national projects results in focusing the national plan projects from 1200 scattered projects to a more focused better-monitored approx. 140 national projects gradually. Issues timely quarterly automated progress reports of Kuwait National Development Plan (KNDP) and Annual plans prior to the Budget issuance, in total 4 annual plans and 14 progress reports
- Establishes the National Knowledge Economy Center, the National Development Research Center, the Kuwait Public Policy Center with OECD-recognized nudge unit (Kuwait Public policy Appraisal Laboratory) and the Observatory of the Sustainable Development
- Sets up the National Knowledge Economy Center and Kuwait Knowledge Chair, which fund 35 Graduate studies Master and Doctoral degrees on Knowledge Economy and related fields, designs the Knowledge Indicator for Public Sector and KnowZone platform to provide free access of information to Knowledge Economy, includes Knowledge Economy in the basic education curriculum from Grade 1 to 12 in collaboration with Ministry of Education, sets the ground for a Knowledge Economy Ecosystem
- Sets up Kuwait Public Policy Center (with a Nudge unit) to function as a planning Think Tank for the government. KPPC assists in drafting public policy based on the 7 pillars of the KNDP including Public Health, Social Safety Net, Government Administration, National Education, Jobs Strategy, Economic Diversification, and many others as well as giving support to National Youth Policy. Initiates the KPPC public lecture series, which host renowned international speakers on different public policy topics. The nudge unit (known as KPAL) becomes operational with multiple RCT experimentation in collaboration with Nudge Lebanon, American University of Kuwait, Helsenki Group, World Bank and others.
- Serves/Served in different government boards, Public Authority of Industries, Arab Planning Institute, The National Fund for Small and Medium Enterprises Development, Public Authority for Housing Welfare, Kuwait Institute for Scientific Researches, Central Authority for Information Technology and Ennayah as well as several national and ministerial task forces including Fiscal and Economic Reform, Education / Labor Market alignment, Ozone Affairs and Climate Change, Social Safety Net, Demographic disparities, National Budget Frame, Crisis and Disaster management, Kuwait Master Plan 2040, and others besides receiving special assignments for analysis and recommendations for several major issues from the economic and services committees of the Council of Ministries
- Leads the national efforts to implement the United Nations’ Sustainable Development Goals Agenda 2030 in collaboration with government, public, private, civil societies, State Audit, and international organizations, WB and UNDP. Prepares to present the first Voluntary National Report of Kuwait for presentation in the High Political Level Forum in the UN on July 2019 highlighting the efforts of Kuwait to implement the SDG through alignment with Kuwait National Development Plan.
- Sets up a Dashboard for the Council of Ministers to follow up national projects’ implementation.
- Manages the Country Program Action Project (CPAP) with UNDP in Kuwait, the program efficiency to all time high 97% efficiency on project implementation, sets up the National Experts Bank, (Kuwait Roaster), linked to UNDP experts recruitment and signs and project manages 17 projects in the CPAP to support individual and institutional capacity of government entities in different sectors such as: manpower, special needs, drug, energy, heritage, policy making, youth, environment, traffic, women empowerment and Kuwait Roster for vetted experts in Kuwait
- Designs a new modality for the strategic framework of UN organizations in Kuwait with the support of UNRC and Ministry of Foreign Affairs.
- Expands the Junior Professional Officers (JPO) to the fourth round sending more than 24 JPOs in total and promotes for Kuwaiti employment in the UN. Empowers the Young Professionals Program (YPP) of the U.N. and the Youth Leadership UN programs in Kuwait
- Chairs the Consultants Selection Committee and improves its performance by reducing the workflow form an average of 53 weeks to 15 weeks per case. Creates an online registration and evaluation system and improves the handling of variation orders
- Represents the State of Kuwait in signing the Kuwait-China cooperation MoU on national planning support (2017) and Kuwait-Ban-Ki Moon Global Citizenship Center (2019), Global Green Growth Institute (2019) Knowledge Index of Public Institutions with World Bank (2019), Digital Signature with Public Information Authority (2019)
- Adopts the Human Capital Index of the World Bank and collaborates with the World Bank to establish the first Knowledge Index in Public Sector

- Cofounds the Kuwait Sustainable Development Award (KSDA), the Kuwait Distinguished Award (KDWA) under the patronage of H.H. The Amir and the Sustainable Development for Young Innovators Award (SDYIA) in collaboration with Science and Engineering Competition (Kuwaiti ISEF)
- Builds AI based Integrated National Development Planning and Monitoring System (Astrolabe) to enhance the planning and monitoring of the national plan.
- Initiates and leads the efforts on institutional governance in the government sector and issues the first National Governance Framework in Kuwait.
- Establishes partnerships between the GSSCPD with local and international organizations such as Kuwait University, Kuwait Foundation for the Advancement of Sciences, American University of Beirut, University of Ottawa, and others
- Organizes and co-organizes national events, including the Bi-annual Knowledge Economy Forums (2016,2018), 60 years of Planning event (2017), New Kuwait Event (2017,2018), Engineering Consultants Conference (2017,2019), Kuwait Expo 2018, the National Education Forum (2019), the New Kuwait Summit (2019) and several other workshops, symposia, and forums.
- Appears on several radio and television programs local and international stations and agencies such as CNN, CNBC, BBC, SkyNews, Bloomberg, Financial Times, Washington Post, Reuter, and others.
- Initiates and oversees the National Media, PR campaign and Branding of **New Kuwait** 2035 vision and Promotes New Kuwait vision locally and internationally in several events: Belgium, London, Silicon Valley and others.
- Receives the "People First" Leader Award (HR GCC) for organizational improvement in GSSCPD
- Supports and coordinates Kuwait's Economic and Fiscal Reform with MoF and KIA
- Coordinate the Sovereign Rating National committee in setting up the roadmap to improve the Sovereign ratings of Kuwait and manage the 3 rating agencies, Moody's, Fitch, and S&P.
- Joins the special task force of National Economic Reform directly reporting to the Prime Minister
- Conducts studies on education reform and belt and road initiative to HH the crown prince office.
- Participates in the selection of Assistant secretaries in KISR by creating a methodology and standards for selecting replacing the Ad Hoc method used.
- Sets up the first Government Program governance and structure with detailed initiatives across for main domains addressing national challenges as well as designs and leads the establishment of an automated government program system for progress monitoring beside residing in the human capital domain steering committee.
- Introduces a new governance for the Kuwait - World bank partnership framework in collaboration with the Ministry of Finance.
- Presents the government work programs in the National Assembly in 2018 and 2022
- Participates in the Prime Minister team for refuting claims in the Prime Minister grilling in the National Assembl

2015 – 2016 **General Secretarial of the Supreme Council for Planning, Kuwait**

Assistant Secretary-General for Follow-up and Future Forecasting

Acting Assistant Secretary-General for Planning Affairs

Acting Secretary-General

- Manage the sectors administratively and financially
- Develop integrated system for Kuwait National Plan projects follow-up
- Train other government entities in strategic planning and follow up
- Supervise and manage the consultancy studies and projects in Kuwait
- Establish the National Knowledge Economy Centre
- Standardize and automate the consulting procurement system, Consultants Portal
- Develop dashboard system for KNDP monitoring
- Implement a new organizational structure
- Participates in rectifying the new national planning law 7/2016
- Participates in national and ministerial committees
- Resides in GSSCP boards seats
- Implement the new KNDP's KPIs driven planning strategy
- Assists in the implement of CPAP through UNDP
- Establish field follow up system through field visits to strategic projects
- Implement the recommendations of prime council and SCPD to minimize workflow

REGIONAL AND INTERNATIONAL DUTIES

List of councils, national programs, boards, and higher committee representing the government of Kuwait

- Observing Member – Global Green Growth Institute (since 2019)
- Member – World Bank Human Capital Project (since 2018)
- Head of Delegation – High Level Political Forum, United Nations, Kuwait First Voluntary National Report (2019)
- Board of Trustees member – Arab Planning Institute (2016 – present) – the government representative
- Member – ESCWA executive board (since 2016)
- Member – GCC Planning Undersecretaries Committee (since 2015)
- Member – Gulf Countries Council Green Building Committee, Kuwait (2012-2013)
- Member – Building Materials Specifications Committee Kuwait (2011-2013)

HIGH-LEVEL GOVERNMENT DUTIES

List of councils, national programs, boards, and higher committee headed by the prime minister, or deputy prime minister or minister as well as the committees served under these organizations.

- National Director - Country Program Action Plan, country counterpart with UNDP (2015 - 2021)
- Chairman – Consultants Selection Committee (Member 2015-2016, Chairman 2016-2017)
- Member – Higher Committee for Kuwait Master Plan 2040 (2015 – 2017) – Headed by the Prime Minister
- Member – Government Program Follow-up Ministerial Committee (2021-present) – Headed by the Deputy Prime Minister
 - Chairman – Technical Team of Government Program (2021-present)
 - Chairman – Human Capital Domain in Government Program Steering Committee (2021- present)
 - Member – Government Restructuring in Government Program Steering Committee (2021-present)
- Council Member – Public Universities Council (2019 – Present)
 - Member – Policies and Strategies Committee (2021-present)
 - Member, Education / Labor Market Alignment Committee (2021)
- Council member – Supreme Council of Education (2016 – 2020)
 - Member – General policies committee, Supreme Council of Education (2017)
- Board member – The National Fund for Small and Medium Enterprises Development (2017 – present)
 - Chairman – Executive, bylaws and regulations committee, SME (2021-present)
 - Co-Chair – Strategies and policies committee, SME (2021 - present)
 - Chairman – Deputy Director-General Selection Committee, SME (2021)
 - Chairman – Mina Abdullah Industrial Lands proposal evaluation for SME Committee (2018)
- Board member – Public Authority for Housing Welfare (2017 – present)
 - Co-Chair – General policies committee, PAWH (2017-2018), Chairman (2018 -2021), (2021 – present)
 - Member – Investigation committee, PAWH (2017)
- Board of Trustees member – Kuwait Institute for Scientific Research (2016 – present)
 - Member – General policies committee, KISR (2017-present)
 - Member – Deputy Director-General Selection Committee, KISR (2019-2020), (2021)
- Board member – Public Authority for Applied Education and Training (2019 – present)
 - Member – Investigation Committee, KISR (2022)
- Board member – Public Authority of Industries (2015-present)
 - Member – Industrial lots of evaluation committee, PAI (2017)
 - Member – Consulting study dispute committee, PAI (2021)
- Board member – Kuwait Health Care Hospitals Management (Enayah, SOE) (2017 – present)
- Board member – Public Authority of Civil Information (2015-2016)
- Co-Chair – National Sovereign Rating Governance Committee (2021 - present)
- Member – Higher Committee for Public-Private Partnership (2020 – present)
- Member – Higher Committee for Anti-Corruption (2019 – present)
- Member – Higher Committee for National Energy Policy Implementation (2018 – present)
 - Chairman – Use of Behavior Economics in the Rationalization of Energy (2019 – present)
- Member – National Committee on Ease of Doing Business and Improving Competitiveness (2016-present)
- Member – National budget structural frame (2016-present)

GOVERNMENT Technical Committees

1. Chairman – Steering Committee for National Energy Transition (2021-present)
2. Member – Expo 2020 Dubai Kuwait team (2017 -2022) , Expo 2025 Osaka Kuwait team (2022 -2025)
3. Member – National Committee on the Ozone Affairs and Climate Change (2018 – present)
4. Chairman – National Committee on the implementation of SDG Agenda 2030 (2017 – present)
5. Member – Labor Market and Education Alignment (2021)
6. Member – Kuwait University Programs restructuring committee (2021-present)
7. Chairman – Capex Review (initiative in Government Program) Committee (2021-present)
8. Chairman – Executive Committee for Kuwait Knowledge Chair Program (2018 – present)
9. Chairman – Kuwait Sustainable Development Award (KSDA) Committee (2018 – present)
10. Member – Kuwait University Mega Projects Committee (2016 – present)

11. Member – Kuwait Census 2020 (2019 – 2020)
12. Member – Task force to set the vision and the strategy for the development of the Prime Minister Diwan (2021)
13. Member – Fiscal and Economic Reform (Estidama Program) Monitoring Committee (2016 – 2018), (2021)
14. Co-Chair - Sovereign Rating Improvement Committee (2020 - 2021)
15. Chairman – Kuwait National Railroad project management committee (2020 – 2021)
16. Member – National ICT Strategy Committee (2019 - present)
17. Chairman – Central Committee on Kuwait National Development Plan (2016 – 2020)
18. Chairman – National Human Development Report Editorial Board (2017 - 2021)
19. Member - UNESCO Report Committee for Implementation of the Recommendation on Science and Scientific Researchers (2021)
20. Advisor – Simplification of Contractual Procedures Committee (2019)
21. Member – G2G with Singapore on Solid Waste Management (2019)
22. Coordinator – T2 Implementation follow up (2019)
23. Member – Steering Committee on Government Restructuring (2019- 2021)
24. Member – National Policy on Competition Protection Committee (2019 – 2021)
25. Member – Kuwait Distinguished Women Award (KDWA) Committee (2018)
26. Chairman – Education / Labor Market Alignment Committee (2018 – 2019)
27. Co-Chair – National Committee for Social Safety Network (2017 – 2019)
28. Chairman – Jaber Hospital Commissioning Committee (2018)
29. Member – Kuwait Youth Strategy Steering Committee (2017 – 2018)
30. Chairman – Kuwait Master Plan 2040 Technical Committee (2015 – 2018)
31. Member –Executive committee for Bobuyan Island and Silk City (2017 – 2018)
32. Member – Bond Debut Roadshow team (2017)
33. Member – Kuwait Islands Project and Silk City Committee (2016)
34. Member – Sh. Jaber Hospital Privatization of the Hospital Management (2016)
35. Member – National Committee on Demographic disparities in Kuwait (2016-2017)
36. Member – Assessment of Separating training and applied education in PAAET (2015-2016)
37. Member – Total Facilities Management tenders evaluation committee, Ministry of Education, Kuwait (2012)
38. Member – Strategic Project Management Office tender evaluation committee, Kuwait (2011-2012)
39. Member - Encouraging Students to Sciences Specialties National committee, Ministry of Education, Kuwait. (2008-2009)
40. Member – KNFP Tenders evaluation committee, Kuwait National Focal Point, Kuwait (2010-2011)

REGIONAL AND INTERNATIONAL MEETINGS/CONFERENCES

Presentations, speeches, or panel discussion active participations in international or regional meetings, forums, and panels. The events in the list are invitations as keynote, speaker, panelist, or presenter

- **Recovering, Reforming and Reimagining Human Capital in MENA**, Virtual Ministerial Panel, Washington DC, *Panelist*, March 9th (2022)
- **The Annual 13th JPO Meeting**, Virtual, Kuwait, *Head of the Conference* November 2nd -3rd (2021)
- **Greece-GCC e-Business**, *Keynote speaker*, Kuwait Vision 2035 and Greece Economic Vision, June 15th (2021)
- **Teaching and Learning Excellence in E- Era Forum, ACK**, *Keynote speaker*, Role of Education in Planning and Development, June 2nd (2021)
- **IPMA Global Best Practice**, *IPMA, Keynote speaker*, Resilience in National Development, April 29th (2021)
- **World Bank meeting**, *Panelist*, The Future of Social Protection in MENA: Turning an Unprecedented Crisis into an Opportunity, April 27th (2021)
- **China-Kuwait Belt & Road Cooperation on Digital Economy Forum**, *Keynote Speaker*, April 6th (2021)
- **Annual World Bank Meeting**, *Government's Head of Delegate*, Human Capital Program, Washington DC, October 8-12th (2019)
 - **NewKuwait**, BBL presentation
 - **Women, Business and Law**, *Panelist*
 - **Human Capital in the Middle East**, *Panelist*
- **Kuwait Voluntary National Report on Sustainable Development Goals**, *Lead Presenter*, High Level Political Forum, New York, July 17-19th (2019)
- **Migration Global Indicator**, *Panelist*, High Level Political Forum (IOM), New York, July 17-19th (2019)
- **Taking forward gender equality in the Arab states' region: what are the points of entry? What are the priorities for action?** *Panelist*, Tunis Forum on Gender Equality, Tunis, April 24-26th (2019)
- **National Implementation of SDG 5 in Kuwait**, *Panelist*, Side event of the 63rd meeting of the Commission of Status of Women, United Nation (2019)
- **Time Management of a Government Official: Serve to Survive**, Harvard Business Review, Edara lab. Abu Dhabi, UAE (2018)
- **The Role of Youths in supporting the New Kuwait vision**, (*Panelist*) Consulate of Los Angeles Event, Silicon Valley, Nov 29-30th (2018)
- **Kuwait's Plan for the Future**, WadiTech, Silicon Valley, Nov 29-30th (2018)
- **Skills Gap in the GCC region**, (*Panelist*), HR GCC, Abu Dhabi, UAE (2018)
- **The Role of Academia and NGOs in Promoting Greater Use of Behavioral Insights in Public Policy and The Future of Behavioral Economics and Nudge in the Region**, (*Panelist*) *Behavioral Economics and Nudge in the Arab Region: Lessons Learned & Challenges*. Nudge Lebanon, Beirut, Lebanon; May 10th – 11th (2018)
- **Arab Sustainable Development Forum**, (*Panelist*), ESCWA, Beirut, Lebanon; April 23rd (2018)
- **Arab Development Portal Workshop**, (*Participant*), UNDP, Beirut, Lebanon; April 22nd (2018)
- **Ease of Doing Business Workshop**, (*Delegate*), World Bank, Washington DC, USA, April 10th- 15th (2018)
- **Kuwait's Efforts in Sustainable Development Goals** 6th Association of Southeast Asian Nations (ASEAN) Committee, *Kuwait*, March 16th (2018)
- **Kuwait's Plan for the Future**, *Kuwait Investment Outreach*, London, Dec 8, 2017, Brussel, Feb 20, 2018, Silicon Valley, Nov 29-30, 2018 (*Panelist*)
- **New Kuwait 2035**, *Chamber of Commerce*, Paris, Aug 2017
- **Kuwait Master Plan 2040**, *2nd International Conference on National Urban Policy*, Paris, May 15-18, (2017)
- **Fostering Inclusive and Sustainable Economic Growth and Development**, *Regional Conference on Development challenges and priorities in a changing Arab region*, Amman, Jordan, 22-23 May 2017
- **JPO program in Kuwait**, *11th meeting of partners countries UN organization on the JPO Program in the UN system*, UN, JPO Program, Bonn, Germany (2017)
- **Challenges in the Implementation of Subsidy rationalization in the GCC**, LSE & Oxford Energy Institute, London, UK (2017)
- **KNDP alignment with SDG**, *ESCWA 29th Ministerial meeting*, Doha, Qatar, Dec 13-15, 2016
- **INCLUSIVE BUSINESS MODELS FOR ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)**, *7th Bosphorus summit*, Istanbul Turkey, Nov 29 – Dec 1 (2016)

LOCAL FORUMS, PANELS, WORKSHOPS AND CONFERENCES

Presentations, speeches and panel discussion active participations in local meetings, forums and panels. Mostly invited by other public entities or NGOs and civil societies in Kuwait.

- **Ring the Bell for Women Empowerment**, *Speaker*, March 8th (2019,2021, 2022)
- **Infrastructure pillar in the KNDP**, *Speaker*, Workshop on Kuwait Infrastructure Policy, KISR, November 19th (2019)
- **New Kuwait**, *Keynote Speaker and Panelist*, New Kuwait Summit, December 10-11 (2019)
- **Foreign Direct Investment Policy in KNDP**, *Speaker and Moderator*, The Third Commercial Law Forum, November 27th (2019)
- **Women, Business and Law Indicator**, Kuwait Society of Lawyers, November 13th (2019)
- **Kuwait Future Plan**, *Keynote Speaker*, Australian College of Kuwait, November 11th (2019)
- **National Development**, *Panelist*, National Development and Foreign Aid, World Bank and Ministry of Foreign Affairs, October 28th (2019)
- **Kuwait Innovation Policy (assessment)**, *Panelist*, October 9th (2019)

- **National Laboratories Network**, *Panelist*, Workshop on Building a National Laboratories Network, October 7th (2019)
- **National Plan and Older Persons**, *Panelist*, The International Day for Older Persons, Ministry of Foreign Affairs, October 1st (2019)
- **Kuwait and the Labor Market**, *Panelist*, United Nation Migration Global Compact on Migration, May 1st (2019)
- **The Consulting companies and the Kuwait National Plan projects**, *Panelist*, *The 2nd Engineering Consultant Conference*, Kuwait May 1st (2019)
- **Sustainable Infrastructure Development in Kuwait**, *Keynote Speaker*, Sustainable Infrastructure Development Conference, Kuwait April 23-24th (2019)
- **Excellence in Public Employment**, *Panelist*, *Excellence in Public Institutions*, Kuwait April 15-17th (2019)
- **New Kuwait 2035: The National Vision of Kuwait**, *Keynote Speaker*,
 - KIPCO group CEOs meeting, Kuwait May 2nd (2019)
 - South Korea – Kuwait Business Forum, Kuwait May 2nd (2019)
 - 3rd EU-GCC Business Forum, Kuwait March 19-20th (2019)
 - Canadian Business Council, Canadian Embassy, Kuwait, March 4th (2019)
- **Ease of Doing Business in Kuwait**, *Moderator*, 3rd EU-GCC Business Forum, Kuwait March 19-20th (2019)
- **Competitiveness Protection as part of Kuwait National Development Plan**, *Panelist*, Competitiveness Protection Forum: Roles and Laws, Kuwait March 27th (2019)
- **Service Hero Award 2018**, Khayal Group, *Panelist with Mr. Salah Alfulaij (NBK)*, February 12th, (2019)
- **Youth and Women Empowerment and Global Citizenship**, Ministry of Foreign Affairs, *Panelist with Mr. Ban-Ki Moon and Mr. Fischer*, February 12th, (2019)
- **Industries Bridges (Jossor) Conference**, *Panelist*, Kuwait Industries Union, February 4th (2019)
- **Kuwait Industrial Forum**, Public Authority for Industries, *Panelist*, January 30th (2019)
- **Kuwait International Conference: Integrity for Development**, *Panelist*, January 16th (2019)
- **2nd Engineering Leadership Forum**, *Taqat*, January 10th (2019)
- **Kuwait National Development Plan Projects portfolio perspective**, Kuwait Project Management Society, PIC Bobuyan Club, December 19th (2018)
- **Balanced Score Card (BSC) in the context of KNDP**, *panelist with Prof. Kaplan*, Palladium Event, Dar Alathar Islmyah, December 17th (2018)
- **Facilities Management from New Kuwait Perspective**, Facilities Management of Government buildings and facilities Conference, Kuwait Society of Engineers, December 16th (2018)
- **Innovation or extinction**, Al-Fikr Alaraby Foundation, the 10th report launch, December 10th (2018)
- **Investment of the Government Sector in Retirees**, 3rd Annual Conference on exploitation of retirees' expertise, December 10th (2018)
- **Social Protection and Safety Net: New Kuwait perspective**, Home Budget Forum II, November 13th, (2018)
- **Toward Legal Education aligned with New Kuwait**, Legal Education and Culture Conference, Kuwait Legislators Society, Kuwait, September 24th (2018)
- **New Kuwait Explored**, Delivering new Kuwait: a transformative Roadmap to 2035 HSBC event, Kuwait, September 10th (2018)
- **Nazaha's Anticorruption Workshop**, Anticorruption Authority, Kuwait. April 22th (2018)
- **Kuwait Future Plans**, Saud Alnaser Diplomatic Institute, Ministry of Foreign Affairs, Kuwait April 4th (2018)
- **New Kuwait 2035 and Future Projects**, Tshala, Kuwait, March 28th (2018)
- **Performance Management of KNDP**, Kuwait Petroleum Corporation, Kuwait, March 25th (2018)
- **Route to Silk Road**, Kuwait British Friendship Society, Kuwait, March 21st (2018)
- **Kuwait's Plan for the Future: Projects for Investments**, Kuwait Investment Forum, Kuwait March 21st (2018)
- **Kuwait National Development Plan: Economic Diversification**, International Conference on GCC Development , Arab Open University (2018)
- **Responsibilities of Public Servant**, Amana Initiative, National Assembly, Kuwait (2018)
- **Digital revolution and governments' vision**, *Panelist*, Knowledge Economy Forum, Kuwait (2018)
- **Big data: the key to economic growth**, *Moderator*, Knowledge Economy Forum, Kuwait (2018)
- **New Kuwait 2035**, High level Doha delegates from Chamber of Doha, Kuwait Chamber of Commerce and Industry, Kuwait, Jan. 24 (2018)
- **Creativity and Human Capital**, Nuqat , Jan. 24 (2018)
- **Youth in KNDP and Kuwait Vision**, Youth and Institutional Excellence Forum, Jan 25 (2018)
- **ICT in KNDP**, IOT conference, Kuwait. Dec. 19 (2017)
- **Knowledge Management in Public Institutions**, KADEF, Kuwait Dec. 18 (2017)
- **Use of Solar System in Coop**, Renewable Energy uses in Kuwait, Nov. 29 (2017)
- **Planning home budget**, Home Budget Forum, Kuwait. Nov. 22 (2017)
- **Kuwait National Development Plan: emphasis on Infrastructure**, Infrastructure Week, Kuwait Oct. 29 (2017)
- **Panel on Governance in government**, First forum on Governance in Government Organizations, Kuwait (2017)
- **KNDP and Kuwait Vision 2035**, KPC Leadership Forum, Kuwait (2017)
- **Panel on the alignment of digital economy with KNDP**, Digitization of the Economy, Hematech, Kuwait (2017)
- **KNDP and Urban development**, Kuwait Housing and Residential Forum, Kuwait (2017)
- **National Health Strategy initiation workshop**, KFAS, Kuwait (2017)
- **Energy Public Policy White Paper workshop**, KFAS, Kuwait (2017)
- **Panel on Partnering with NGOs and Civil Societies**, KIPCO Sharakah Forum, KIPCO, Kuwait (2017)
- **Panel on KNDP and Electronic Legal Establishment in Kuwait**, Electronic Legislatures Forum (2017)
- **Panel on Education Institutions Outcomes and Labor Market**, Graduates Societies, Kuwait (2017)

- **Panel on Government Activities to support administrative reform**, Competitiveness Forum, Kuwait (2017)
- **KNDP explained**, Diplomatic Institute, Kuwait (2017, 2018)
- **Panel on SME and Women inclusion**, Arab Planning Institute, Kuwait (2017)
- **Urbanism in Kuwait workshop**, KFAS, Kuwait (2016)
- **KNDP and Informatics**, Sh. Salem Al-Ali Award (2016)
- **Panel on Human Capital Development as pillar in KNDP**, Human Development Conference (2016)
- **SDG and KNDP**, Kuwait Engineers Forum, Kuwait (2016)
- **Investing in Kuwait**, British Business Council, Embassy of UK (2016)
- **KNDP explained to the private sector**, Kuwait Fair Expo (2016)
- **Private Sector Role in SDG workshop**, UNDP, Kuwait (2016)
- **Panel on KNDP and Knowledge Economy**, First National Economy Conference, Kuwait (2016)
- **SDG and KNDP Alignment workshop**, UNDP, Kuwait (2016)
- **SDG 5: Gender Gap in Kuwait workshop**, UNDP, Kuwait (2016)
- **SDG 8: Labor Conditions in Kuwait workshop**, UNDP, Kuwait (2016)
- **Planning Education Kuwait workshop**, SCPD, Kuwait (2015)

ACADEMIA WORK EXPERIENCE

ACADEMIC POSITIONS

2013 – 2015 **Chemical Engineering Department, Kuwait University, Kuwait**

Associate Professor

- Teach students at graduate and undergraduate levels
- Establish ECSL@KU, Engineering Computation and Simulation Laboratory
- Collaborate with MIT research groups in Renewable Energy Storage
- Consult Kuwait Union of Industries on Strategic Support Center
- Develop KIU staff exchange program
- Establish AIChE-Kuwait Local Section
- Consult her excellency the State Minister of Development Affairs and Planning
- Organize in collaboration with DOW chemical, the Young Scientists Program
- Introduce and teaching Introduction to Nanotechnology course as selected topic
- Receive nomination for OAPEC and KFAS Scientific Production awards
- Train Khafji Joint Operation middle management staff on teamwork and delegation
- Receive US Patent [14/706,940](#)

2000 – 2013 **Chemical Engineering Department, Kuwait University, Kuwait**

Assistant Professor

- Teaching students at graduate and undergraduate level
- Instructing 28 general, chemical engineering and management courses
- Establishing the first AIChE students' chapter in the MENA region
- Training of around 600+ engineers and professionals in management and engineering courses
- Establishing a link between the department and EQUATE
- Upgrading the course instructing techniques in chemical engineering designs
- Introducing Nuclear Engineering as an elective course to the curriculum
- Participating in 30+ different committees on government, university, college and departments level
- Authoring the unit operation lab manual and Co-authoring a book on social networking
- Consulting the KU administration on the university strategy
- Supervising 20+ graduate students in chemical engineering and management
- Establishing SYNERGY, the first complex network research group in the region
- Presenting in local and international conferences
- Awarded the best teaching award and best electronic course award.

Apr.-Jun. 2006 **Theoretical Chemistry Institute, University of Wisconsin, Madison, WA, United State of America – with Prof. Arun Yethiraj**

Visiting Professor

- Integral formulation of Polyelectrolytes

Jun.-Aug. 2006 **Instituto de Física, Universidad Federal do Ro Grande do Sol, Porto Algere, RS, Brasil – with Prof. Marcia Barbosa**

Visiting Professor

- DNA charge reversal problem

Jul.- Nov. 2005 **Chemical Engineering Department, University of Auckland, Auckland, New Zealand – with Prof. Mohammed Farid**

Visiting Professor

- Water Pinch analysis

1998 - 2000 **Chemical Engineering Department, Northwestern University, USA**

Teaching Assistant

- Process Control
- Transport Phenomena
- Polymer Sciences and Engineering

1995 - 2000 **Chemical Engineering Department, Kuwait University, Kuwait**

Graduate Studies Scholar

- Chemical Engineering Thermodynamics
- Polymer Rheology and Polyelectrolytes Statistical Thermodynamics

1993 - 1995 **Desalination Department, Water Resources Division, Kuwait Institute for Scientific Research, Kuwait**

Research Assistant

- Assembling the seawater corrosion high- and low-pressure testing loops
- Assisting in several funded projects
- Operating the beach well Reverse Osmosis units together with RO team
- Upgrading and commissioning the seawater filtration unit
- Establishing, organizing, and then supervising the Water Laboratory in DOHA RO plant
- Involving in the RO-MSF hybrid simulation
- Participating in several tendering committees
- Participating in two major projects as a task leader:
 1. Seawater Corrosion project
 2. RO-MSF Desalination Simulation project

1992 - 1993 **Chemical Engineering Department, University of Toronto, Canada**

Research Assistant

- Iodine Reactions in Nuclear Power Plant Containment Building – simulation project.

TEACHING AND RESEARCH EXPERIENCE

TEACHING EXPERIENCE

1. Advanced Chemical Engineering Mathematics (ChE 511)
2. Advanced Chemical Engineering Thermodynamics (ChE 521)
3. Advanced Transport Phenomena (ChE 545)
4. Advanced Momentum Transfer (ChE 541)
5. Advanced Process Optimization (ChE 582)
6. Plant Design (ChE 491)
7. Equipment Design (ChE 493)
8. Selected Topics in Chemical Engineering: *Introduction to Nanotechnology* (ChE 484)
9. Selected Topics in Chemical Engineering: *Introduction to Nuclear Engineering* (ChE 484)
10. Optimization Techniques (ChE 457)
11. Introduction to Nuclear Engineering (ChE 361)
12. Mass Transfer Operations (ChE 440)
13. Mass Transfer Operations Laboratory (ChE 443)
14. Wastewater Treatment (ChE 463)
15. Polymers Engineering (ChE 473)
16. Introduction to Environmental Engineering (ChE 304)
17. Petrochemical Engineering (ChE 474)
18. Mass Transfer (ChE 345)
19. Heat Transfer (ChE 343)
20. Chemical Engineering Thermodynamics (ChE 340)
21. Kinetics and Reactor Design A (ChE 324)
22. Fluid Mechanics (ChE 241)
23. Fundamental of Chemical Engineering Design (ChE 219)
24. Basic Chemical Engineering Principles II (ChE 213)
25. Basic Chemical Engineering Principles I (ChE 211)
26. Numerical Methods for Engineers (ENGR 308)
27. Engineering Economy (ENGR 209)
28. Engineering Thermodynamics (ENGR 208)
29. Introduction to Engineering Programs (ENGR 099)
30. Operations Research or Business (QMS 205)

RESEARCH INTRESTS

- *Fundamental Research*
 - Thermodynamics of complex solutions
- Statistical Mechanics of complex networks

- *Technological and Applied Research*
 - CFD of chemical and Biological systems
 - Optimization of chemical processes design and operations
 - Synthesis, Fabrication and Modeling of Organic Solar Cells
- *Management and Engineering Education Research*
 - Engineering Education
 - Project Management

RESEARCH GROUP

SYNERGY; COMPLEX NETWORK RESEARCH GROUP: international and local collaborators in complex networks: social, biological and chemical reactions networks.

PATENTS

1. Ghufran Al-Shiridah, **Khaled Mahdi** and Maytham Safar, *System and Method for Determining the Feedback Capacity of Information Distributed in Complex Networks (Cyclo-Feed)*. **US Patent Docket 23588.65** [2018]

JOURNAL PUBLICATIONS

2021

1. Eric Andrew Finkelstein, Jesse D. Malkin, Drishti Baid, Ada Alqunaibet, **Khaled Mahdi**, Mohammed Bin Hamad Al-Thani, Buthaina Abdulla Bin Belaila, Ebrahim Al Nawakhtha, Saleh Alqahtani, Sameh El-Saharty & Christopher H. Herbst *The impact of seven major noncommunicable diseases on direct medical costs, absenteeism, and presenteeism in Gulf Cooperation Council countries*, Journal of Medical Economics, DOI: 10.1080/13696998.2021.1945242 Taylor & Francis (2021)

2013

2. AlShiridah, Ghufran; **Mahdi, Khaled**; Safar, Maytham; *Facebook feedback capacity modeling*. Social Network Analysis and Mining (SNAM) 3:4, Springer Vienna (2013)
3. Safar, Maytham; **Mahdi, Khaled**; Farahat, Hisham; Albehairy, Saud; Kassem, Ali; Alenzi, Khalid; *Approximate cycles count in undirected graphs*. International Journal of Computational Intelligence Systems, Taylor & Francis (2013)
4. Almohri, Sayed Mohammad; AlShiridah, Ghufran A; Safar, Maytham; **Mahdi, Khaled**; *Correlating feedback capacity with degree of diffusion in heterogeneous complex networks*. International Journal of Space-Based and Situated Computing 3:4, Inderscience Publishers (2013)
5. Ibrahim Sarkhoh, **Khaled Mahdi**, and Maytham Safar, *Estimation Algorithm for Counting Periodic Orbits in Complex Social Networks*. Information System Frontiers, Special issue on Semantic Information Management .15 (2), 193-202 (2013)

2012

6. Maytham Safar, Fahad **Mahdi**, and **Khaled Mahdi**, *An Algorithm for Detecting Cycles in Undirected Graphs using CUDA Technology*. International Journal of Digital Information and Wireless Communications (IJDIWC), Vol. 2, No. 1, pp. 194-213, published by The Society of Digital Information and Wireless Communications, (2012)
7. **K. Mahdi**, L. Jamal and M. Safar *Cyclic Entropy of Collaborative Social Network*, IET Communications, 6 (12), 166-1617 (2012)

2011

8. Maytham Safar, **Khaled Mahdi**, Hisham Farahat, Saud Albehairy, Ali Kassem, Khalid Alenzi, *Approximate Cycles Count in Undirected Graph*. International Journal of Computational Intelligence Systems (IJCIS) (2011)
9. Maytham Safar, **Khaled Mahdi** and Sadeq Torabi. *Network Robustness and Irreversibility of Information Diffusion of Complex Networks*. Journal of Computational Science, Special issue on social computational systems, 2 (3), 189-314 (2011)
10. Muhammad Mujiburahman, **Khaled A. Mahdi** and Ali Elkamel, Predictive model of per-vaporation performance based on physicochemical properties of permeant-membrane material and process conditions. Journal of Membrane Science 381, 1-9 (2011)
11. G. Zahedi, A. Lohi and **K. Mahdi**, Hybrid modeling of ethylene-to-ethylene oxide heterogeneous reactor. Fuel Processing Technology 92, 1725-1732 (2011)

2010

12. **K. Mahdi**, M. Al-Rashed, A. Alsairafi and J. Wójcik, *CFD Simulation of A Conical-Cylindrical Crystallization Unit Multi-Phase Eulerian Model*. Kuwait J. Sci. Eng., 37 (2B): 145-160 (2010)
13. M. Safar, N. El-Sayed, **K. Mahdi** and D. Taniar, *Entropy Optimization of Social Networks using an Evolutionary Algorithm*. Journal of Universal Computer Science 16 (6), 983-1003 (2010)
14. M. Safar, H. Farahat and **K. Mahdi**, *Robustness of Dynamic Social Network*, Journal of Mobile Multimedia, 6 (3), 243-262 (2010)

2009

15. **K. Mahdi**, M. Safar, and S. Torabi, *A Model of Diffusion Parameter characterizing Social Network* IADIS International Journal on WWW/Internet, 7 (1), 136-151 (2009)

16. **Khaled Mahdi**, Maytham Safar, Ibrahim Sorkhoh, and Ali Kassem, *Cycle-Based versus Degree-based Classification of Social Networks*, Journal of Digital Information Management, special issue, 7 (6), 383-389 (2009)
17. **K. Mahdi**, Maytham Safar and Hisham Farahat, *Analysis of Temporal Evolution of Social Networks*. Journal of Mobile Multimedia, 5 (4), 333-350 (2009)

2008

18. **K. Mahdi**, G. Zahedi, R. Gheshlaghic, and A. Lohi d, *Characterization and modeling of a crude oil desalting plant by a statistically designed approach*. Journal of Petroleum Science and Engineering 61:116–123 (2008)
19. S. F. Peng, M. Farid, I. Ho, and **K. Mahdi**, *Water and Wastewater Minimization in Dairy Plants using Water Pinch Technology*. J. Int. Environmental Application & Science, Vol. 3 (1): 43-50 (2008)
20. **Khaled A. Mahdi**, *Generating Thermodynamics Phase Diagrams Using Symbolic Calculator*, World Review of Science, Technology and Sustainable Development, Vol. 5, No 3/4, (2008)

2006 - 2000

21. **Khaled A. Mahdi** and Zuzana Drobiova, *Phase Behavior of DNA Solutions in the presence of Salts*, Fluid Phase Equilibria, **242**, 103-109, (2006)
22. M. Riazi, **K. Mahdi** and M. Al-Qallaf, *Generalized Correlation for the Viscosity of Hydrocarbons Based on Corresponding States Principles and Molar Refraction*. Journal of Chemical & Engineering Data, 50, 1-5, (2005)
23. **Khaled A. Mahdi** and Monica Olvera de la Cruz, *Phase Diagrams of Salt-Free Polyelectrolyte Solutions*. Macromolecules, **33**, 7649-7654, (2000)

BOOKS AND BOOK CHAPTERS

1. Ghufran Al-Shiridah, Maytham Safar, and **Khaled Mahdi**, *Mobile Communication Networks*. Accepted for publication in the section "History of Social Networks: Past, Present and Future", Encyclopedia of Social Networks and Mining (ESNAM). Co-edited by Reda Alhajj and Jon Rokne, Springer Verlag, (2014)
2. Maytham Safar and **Khaled Mahdi** *Social Networking and Community Behavior Modeling: Qualitative and Quantitative Measures*, pp. 214, IGI (2011)
3. A. Eltoukhy, M. Safar and **K. Mahdi**, *Modeling, Analysis and Characterization of Dubai Financial Market as a Social Network* chapter in: Software Engineering and Computer Systems: Communications in Computer and Information Science, 181, Part 4, 443-454, Springer (2011)

TECHNICAL REPORTS

1. **Khaled A. Mahdi**, *MENA Petrochemical Industries Report 2014*. FOCUS Technical Report Series, No 1. FOCUS Consultancy Services, Kuwait (2014)
2. **Khaled Mahdi**, Ali Elkamel and Hariharan Krithivasan, *Survival of the Fittest in the Oil and Gas Industry - Integration of Refinery and Petrochemical Industries, Refinery and Petrochemical Integration*. Organization of Arab Petroleum Exports Countries (OAPEC) (2014)

CONFERENCES / PROCEEDINGS

2016

1. M. Hrishiah, M. Safar; **K. Mahdi**, " *Modeling Twitter as weighted complex networks using retweets*," Advances in Social Networks Analysis and Mining (ASONAM), 2016 IEEE/ACM International Conference on, (2016).

2015

2. A. Elkamel, L. Simon ; E. Tsai ; V. Vinayagamoorthy ; I. Bagshaw ; S. Al-Adwani ; **K. Mahdi**, " *Modeling the mechanical properties of biopolymers for automotive applications*," Industrial Engineering and Operations Management (IEOM), 2015 International Conference on, Dubai, (2015).

2014

3. M. Bin Shams, **K. Mahdi**, A. Elkamel, K. Moorthy, J. Refinejad and A. Saxena; *Design of T² Statistical Control Chart Based on Economic Criterion*. AIChE 2014 Annual Meeting, Atlanta, USA (2014)
4. **K. Mahdi**, A. Elkamel, L. Simp, E. Tsai, V. Vinnayagamoorthy and I. Bagshaw; *Modeling the Mechanical Properties of Biopolymers for Automotive Application*. AIChE 2014 Annual Meeting, Atlanta, USA (2014)
5. Maytham Safar; **Khaled Mahdi**; *Degree of Diffusion in Real Complex Networks*. The Fourth International Conference on Digital Information Processing and Communications (ICDIPC2014), The Society of Digital Information and Wireless Communication (2014)

2013

6. Saeed B. Bukallah, Sara Al-Omani, Ali Bumajdad, Fakhria A. Al-Sagheer, **Khaled Mahdi**, and Tasneem Saleh; *Highly efficient photocatalysts of TiO₂ nanoparticles prepared via microwave and microemulsion techniques*; The 11th European Congress on Catalysis - EuropaCat (XI), " 20 years of European Catalysis and beyond", Lyon Convention Center, la Cité Internationale, Centre de congrès, Lyon, France; 1st – 6th September (2013)

7. Al-Shiridah, Ghufuran; **Mahdi, Khaled**; Safar, Maytham; *Feedback Capacity of Different Complex Network Models*. Advanced Information Networking and Applications Workshops (WAINA), 2013 27th International Conference, IEEE (2013)
8. Aldwaisan, Eman; Safar, Maytham; **Mahdi, Khaled**; *Analysis of Heterogeneous Complex Networks Using the Degree of Diffusion*. Network-Based Information Systems (NBIS), 16th International Conference, IEEE (2013)
9. Maytham Safar, **Khaled Mahdi**, and Ghufuran Alshareda, *Feedback Capacity of Different Complex Networks Model* 9th International Symposium on Frontiers of Information Systems and Network Applications. FINA, Barcelona (2013).

2012

10. Ibrahim Sarkhoh, **Khaled Mahdi**, and Maytham Safar, *Cyclic Entropy of Complex Network*. ASONOMA/IEEE/ACM, Turkey (2012).
11. Ibrahim Sarkhoh, **Khaled Mahdi**, and Maytham Safar, *The limitations of the BP Algorithm for Counting Cycles in Random Networks*. ASONOMA/IEEE, Turkey (2012).
12. Maytham Safar, **Khaled Mahdi**, and Ghufuran Alshareda, *Feedback Capacity of Random Networks*. NBIS, IEEE Melbourne, Australia (2012).
13. **K. Mahdi**, A. Almajid, M. Safar, H. Riquelume and S. Torabi *Social Network Analysis of Kuwait Publicly Held Corporations*. 3rd Conference on Ambient System (ANT), Niagara Falls, Canada (2012)

2011

14. **K. Mahdi**, M. Safar, I. Sarkhoh and H. Farahat *On maximizing the entropy of complex network* 2nd Conference on Ambient System (ANT), Niagara Falls, Canada (2011)
15. A. Eltoukhy, M. Safar and **K. Mahdi** *Modeling, Analysis and Characterization of Dubai Financial Market as a Social Network* Second International Conference on Software Engineering and Computer Systems (ICSECS), Kuantan, Malaysia (2011)
16. **F. Mahdi**, M. Safar, and **K. Mahdi**, *Detecting Cycles in Graphs using Parallel Capabilities of GPU*. In the Proceedings of the International Conference on Digital Information and Communication Technology and its Applications (DICTAP). Communications in Computer and Information Science, Volume 167, Part II, 193-205, Springer (2011)

2010

17. Ibrahim Sarkhoh, **Khaled Mahdi**, and Maytham Safar, *Computation Non-Intensive Estimation Algorithm for Counting Cycles in Random Networks*. In the Proceedings of the 12th International Conference on Information Integration and Web-based Applications & Services iiWAS (2010).
18. **K. Mahdi**, M. Safar, and S. Torabi, *Diffusion and Reverse Diffusion Processes in Social Networks: Analysis using the Degree of Diffusion α* , U-Media, Paris (2010)
19. M. Mujiburahman, and **K. Mahdi**. *Modeling of Pervaporation Process Performance*, CHISA, Czech Republics (2010)

2009

20. **Khaled A. Mahdi**, Mohsen H. Al-Rashed, Ammar A. Alsairafi and Janusz Wójcik, *CFD Simulation of A Conical-Cylindrical Crystallization Unit Multi-Phase Eulerian Model*. 7th International Conference on CFD in the Minerals and Process Industries CSIRO, Melbourne, Australia, December 9-11, (2009)
21. Maytham Safar, Hisham Farahat, and **Khaled Mahdi**. *Analysis of Dynamic Social Network: E-mail Messages Exchange Network*. 11th International Conference on Information Integration and Web-based Applications and Services – iiWAS, Malaysia (2009)
22. Maytham Safar, **Khaled Mahdi**, and Ali Qassim, *Universal Cycles Distribution Function of Social Networks*. First International Conference on Networked Digital Technologies, (2009)
23. Maytham Safar, **Khaled Mahdi**, Hisham Farahat, Saud Albehairy, Ali Kassem, Khalid Alenzi, *Approximate Cycles Count in Undirected Graph* First International Conference on Networked Digital Technologies, July 28-31 (2009)
24. N. El-Sayed, **K. Mahdi**, and M. Safar, *Cyclic Entropy Optimization of Social Networks using an Evolutionary Algorithm*. Proceedings of IEEE International Conference on Computational Science and Its Applications, ICCSA, Korea (2009)
25. **K. Mahdi**, M. Safar, and S. Torabi, *A Model of Diffusion Parameter characterizing Social Network* Proceedings of e-Society/IADIS, Barcelona, Spain (2008)
26. **K. Mahdi**, L. Jamal and M. Safar *Characterizing Collaborative Social Network using Cyclic Entropy, case study: WikipediaTM*, Proceedings of IADIS/WBC (2009)
27. M. Safar, N. Al-Sayed, and **K. Mahdi** *Cyclic Entropy Optimization of a Scale-Free Social Network using Evolutionary Algorithm*, Proceedings of IADIS/WBC (2009)
28. G. Zahedi, A. Elkamel and **K. Mahdi** *Analytic Hierarchy Process Applied to SOx Emission in a Power Plant Station Plant*, Proceedings of 2nd conference on Environment and Sustainability, WES, Kuwait (2009)

2008

29. **K. Mahdi**, H. Farahat and M. Safar, *Temporal Evolution of Social Networks in PaltalkTM* Proceedings of iiWAS2008, Linz, Austria November 24–26, (2008)
30. E. Sarkhoh, M. Safar and **K. Mahdi** *Classification of Social Networks*, Proceedings of IADIS-WWW/Internet 2008, Freiburg, Germany, October 13-15 (2008)
31. M. Safar, **K. Mahdi** and E. Sarkhoh *Maximum Entropy of Fully Connected Social Networks* Proceedings of IADIS International Web-Based Communities, Netherland, July 22-27 (2008)
32. **K. Mahdi**, M. Safar, and E. Sarkhoh *Entropy of Robust Social Networks*, Proceedings of IADIS International e-Society, Algarve, Portugal, April 9-12 (2008)

2007

33. **K. Mahdi**, G. Zahedi, R. Gheshlaghic, and A. Lohi, *Optimization of Kuwait Oil Refinery-Desalting Plant: using design of experiments*, 2nd International Conference on "Modeling, Simulation and Applied Optimization," Abu Dhabi, UAE, March 24 - 27, (2007) – Organizer of special session on Process Optimization

2005

34. Janusz Wojcik, Mohsen H. Al-Rashed and **Khaled A. Mahdi**, *Theoretical and Experimental Analysis of Radial Thickener*, WSTA 7th Gulf Water Conference "Water in the GCC Towards an Integrated Water Resources Management," Kuwait, November 19-23 (2005)

2004

35. S. Ali, F. Malallah, and **K. Mahdi**, *Kinetics of the Esterification reaction of Acetic Acid with Butane over Amberlyst 15*, 16th International Congress of Chemical and Process Engineering, Paraha, Czech Republic, August 22-26 (2004)
36. S. Drobiova and **K. Mahdi**, *DNA Precipitation in the Presence of Multivalent and Polyelectrolyte Salts*, 16th International Congress of Chemical and Process Engineering, Paraha, Czech Republic, August 22-26 (2004)
37. **K. Mahdi**, A. Khan and A. Sattar, *Temperature Dependency on Multicomponent Adsorption*. International Engineering Conference. Muta, Jordan, April 26-28 (2004) – Chair of Modeling and Simulation session
38. **K. Mahdi**, *Building Up an Engineer* The First Conference of Insights on Successful Engineering Practices. Beirut, Lebanon, January 20-30 (2004)

2003 - 2000

39. Hussein, **K. Mahdi**, and A. El-Kamel, *Supply Chain Management of Refinery OR 45*, Keele Conference Park, United Kingdom, September 3-5 (2003)
40. M. R. Riazi, M. Al-Qallaf, and **K. Mahdi**, *Prediction of Viscosity of Hydrocarbon Fluids at High Pressures*. 15th International Congress of Chemical and Process Engineering, Paraha, Czech Republic, August 25-29 (2002)
41. **Khaled A. Mahdi** and Monica Olvera de la Cruz, *Cross-Linked Model of Polyelectrolyte-Salt Solutions*. International Chemical Conference II, Singapore (2001)

1999 - 1993

42. **Khaled A. Mahdi** and Monica Olvera de la Cruz, *Phase Diagrams of Salt-Free Polyelectrolyte Solutions* American Physical Society annual meeting, Atlanta USA. (1999).
43. **Khaled A. Mahdi** and Monica Olvera de la Cruz, *Generating Phase Diagram using Mathematica[®]*, American Institute for Chemical Engineers Students meeting, Evanston, USA. (1998).
44. **Khaled A. Mahdi**, *Methylation of Model Compound of Coal and Oil Shale*, National Union of Kuwaiti Students 2nd Scientific meeting, London UK (1993)

GENERAL PUBLICATIONS AND ARTICLES

1. **Khaled A. Mahdi**, *The future of the petrochemical industries in Kuwait*, "The Industrialist" [Arabic], the official magazine of Kuwait Industries Union, March issue (2012)
2. **Khaled A. Mahdi**, *PM-ish Question!* - The PMI-Gulf Chapter newsletter (2011)
3. **Khaled A. Mahdi**, *Project Selection by Analytic Hierarchy Process, Case Study: Kuwait's Power Station Pollution Control*. Project Management Institute Gulf Chapter newsletter (2010)
4. Souhaila Almutawa and **Khaled A. Mahdi**, *PMI Earns ISO 17024 Accreditations*. Gulf Project Management newsletter, pp. 20-22, March (2008)
5. **Khaled A. Mahdi** and Zuzana Drobiova, *Assessment of Sulfur Transportation and Storage*, Al-Mohandeson, Kuwait Engineers Society, December issue (2006)

FUNDED RESEARCH PROJECTS

1. Membraneless Hydrogen-Bromine Flow Batteries for Grid and Renewable Energy Storage. (2014-2016)
 - Co-Investigators: Martin Bazant (MIT) and Cullen Buie (MIT)
 - Sponsor: Kuwait – MIT Center for Natural Resources and Environment (OIP-2014-2-016)
 - Fund: KD 57,000
2. Interpenetrating Events in Arabic Cultures: Data Collection in Varied Arabic Dialects, Principal Investigator. (2013-2014)
 - Co-Investigators: Maytham Safar (Kuwait University), Lynn Smith-Lovin (Duke University) and Dawn Robinson (University of Georgia)
 - Sponsor: Office of Naval Research Group
 - Fund: KD 28,500
3. Optimization of Industrial Crystallizer Design, Principal Investigator. (2006-2010)
 - Co-Investigators: Ammar Alsairafi and Mohsen Alrashed
 - Sponsor: Research Administration, EC08/05, Kuwait University;
 - Fund: KD 5,950

4. Data mining for location based services applications using sensor networks, Co-Investigator (2008-2011).
 - Principal Investigator: Maytham Safar
 - Sponsor: Research Administration, EO08/06 Kuwait University;
 - Fund: KD 22,310

THESIS AND PROJECT SUPERVISION

Master Theses

1. Mohammed Hareesha, Diffusion in Twitter. (Completed thesis 2013) – with Prof. M. Safar
2. Ghufuran Alshirdiah, Diffusion in complex network. (Completed thesis 2013) – with Prof. M. Safar
3. Ahmad Almajid, Social Network Analysis of Interlocking Directorates in Kuwait Stock Market (Completed MBA project since 2101) – jointly with Kuwait Maastricht Business School with Prof. R. Hernan
4. Sadeq Torabi, Deterministic Diffusion in Social Network, (Completed thesis 2009) – with Dr. M. Safar
5. Ebrahim Sarkhoh, Thermodynamics of Social Network (Completed thesis 2009) – with Dr. M. Safar
6. Zuzana Drobiova Phase Diagrams of DNA solutions in the presence of Multivalent and Polyelectrolyte Salts (Completed thesis 2005) – with Dr. S. Ali
7. Faisal Mallalah Heterogeneous Catalytic Esterification of Butanol and Acetic Acid (Completed thesis 2004) – with Dr. S. Ali
8. Montah Al-Qallaf, Viscosity Estimation in Petroleum Fluids (Completed thesis 2003) – with Prof. M. Riazi
9. Ammar Hussein Supply Chain Management of Refinery Operations (Completed thesis 2003) – with Prof. A. Haddad
10. Sana Al-Ghareeb Application of the Analytic Hierarchy Process to SO₂ Emission Reduction in Kuwait Power Stations (Completed, thesis 2001) - with Dr. C. Baker

Master Projects

11. Fatma Al-Zahraa Mohammed, Molecular Dynamic Simulation of DSSC (completed 2014)
12. Noriah Aldowaisan, Diffusion in Networks, different platforms, (completed 2013) – with Dr. M. Safar
13. Maryam Alshuhaima, Feasibility of Wind-driven RO plant in Kuwait (completed 2011) – with Dr. A. Alsairafi
14. Ghaidaa Alghanim, Leadership in Engineering Project Management in Kuwait, (ongoing since 2011) – with Dr. K. Alrasheed.
15. Fahad Mahdi, Finding cycles using CUDA, (Completed 2011) – with Dr. M. Safar
16. Ahmad Altoukhi, Analysis of Interlocks in Dubai Stock Market, (Completed 2011) – with Dr. M. Safar
17. Reem Al-Hamdan, Influence of Mixing Tank Geometry on the Velocity Efficiency Coefficient using CFD, (Completed 2010) – with Dr. Ammar Alsairafi
18. Ali Kassem, Cycle-based classification of Social Networks. (Completed project, 2009) – with Dr. M. Safar.
19. Nosayba Al-Sayed, Cyclic Entropy Optimization (Completed project, 2009) – with Dr. M. Safar
20. Lama Jamal, Hyper graphs Characterization of Social Network (Completed project, 2009) – with Dr. M. Safar
21. Hesham Farahat Characterization of Dynamic Social Network (Completed project, 2008) – with Dr. M. Safar
22. Abeer Al-Kandery Modeling of Crude Oil Emulsion Viscosity (Completed project 2005)
23. Ahmad Shadad Experiments on the phase behavior of Polyelectrolyte – Salt solutions (Completed project 2004) – with Prof. M. Fahim

Undergraduate Senior Projects

1. Naser Bader, Feasibility Study of Continuous Biodiesel Production using Ionic fluidic catalyst (completed 2011)
2. Aseel Alhardan and Fajer Alhulail, Assessment of Concreted blocks performance made from recycled construction waste (completed 2011)
3. Anwar Adel, A. Allah Jawad and M. Alenzi, Harvesting Energy from Vibration from Automobile motion (completed 2010)
4. A. Allah Dashti and Ali Akroof, Use of Recycled Aggregate in the making of K-250 Concrete (completed 2011)
5. Aseel Alhardan and Fajer Al, Slump and Strength testing of concrete made from Recycle Aggregate (completed 2011)
6. Reem Alkhalidy and Shrooq Almutairi, Analysis of Biochemical Reaction Complex Network using PAJEK (completed 2010)

Chemical Plant Design Projects

1. Hydrogen production plant for Fuel Cell feed
2. Methanol Production plant in Kuwait
3. Vinyl Acetate Production plant in Kuwait
4. Removal of Phenol and Ammonia from KNPC refinery wastewater

EDITORIAL BOARD, PEER REVIEWS AND ASSIGNMENTS

- International Journal of New Computer Architectures and their Applications (IJNCAA) (2014)
- 2nd FABTECH and Corrosion Conference (2013)
- 5th Waste Management Conference, Kuwait (2012)
- Kuwait Environment Preservation Society (KEPS) Magazine (2011)
- The Society of Digital Information and Wireless Communication (2010)
- International E-Conference on Artificial Intelligence applications in Chemical Engineering (2009)
- World Review of Science, Technology and Sustainable Development, Special Issue on Technology in Engineering Education (2007)
- Energy Policy (2013)
- Journal of Information Technology & Decision Making (2012, 2013)
- Industrial and Chemical Engineering Research (2011, 2012 (2))
- ICSECS (2011) – program committee

- IADIS (eHealth) (2011) – program committee
- iiWAS (U-Media) (2010) – program committee
- European Journal of Operational Research (2010,2011)
- Special Topics & Reviews in Porous Media (2010, 2012-2013)
- Materials Characterization (2010)
- 7th International Conference on CFD in the Minerals and Process Industries - CSIRO (2009)
- Journal of Food Process Engineering (2008, 2009)
- Energy & Fuels, ACS (2008 (2008))
- 7th Saudi Engineering Conference (2007)
- Chemical Product and Process Modeling (2006,2009)
- Journal of Petroleum Engineering and Technology (2005, 2006)
- International Conference of Energy (2005, 2008)
- Separation Science and Technology (2005)
- Macromolecules (2000, 2001)

UNIVERSITY LEVEL DUTIES

- Engineering team Coordinator – First Kuwait University Students Debate Tournament [2012]
- Member – Academic Committee, University Faculty Association [2010-2012]
- Member - College of Engineering and Petroleum Dean selection committee [2004-2005]
- 41. Member - National committee to promote Students to Sciences majors, Ministry of Education, Kuwait. [2008-2009]
- Teaching Secondment, College of Administrative Sciences [Spring 2004, Fall 2004, Summer 2007, Spring 2011]
- Member – Social Affairs Committee, University Faculty Association [2003-2005]

COLLEGE LEVEL DUTIES

- Toastmaster – Wara Club supervisor [2012-2014]
- Engineering Alumni organizing committee (member) [2011-2012]
- Assessment of Engineering Workforce Market in Kuwait (coordinator) [2011-2012]
- EQUATE chemical engineering design computer lab (coordinator) [2010-2011]
- EQUATE engineering student reliability internship (coordinator) [2011]
- College of Engineering & Petroleum Distinguished Alumni Award Evaluation Committee (member) [2010]
- Student Summer Internship Supervisor – Hamburg, Germany [2009]
- Student Summer Internship Supervisor – Taipei, Taiwan [2007]
- KFAS Engineering Student Design Competition Evaluation Committee (coordinator) [2010]
- Summer Engineering Training supervisor selection (member) [2009-2010]
- Teaching Excellence Award Committee (member) [2009-2011]
- 42. Member - Encouraging Students to Sciences Specialties National committee, Deputy Minister of educational programs, Ministry of Education, Kuwait. [2008-2009]
- Student Development Committee (coordinator) [2007-2008]
- LABEX competition committee (member) [2007-2008]
- Assistant Professors Status Study committee (coordinator) [2004-2005]
- Assistant Professors Representative, member in the college council [2004-2005]
- College of Engineering and Petroleum Newsletter Senior Editor [2003-2005]
- College Committee for “Introduction to Engineering Programs” course (coordinator) [2001-2003, (member) [2003-2005]
- Dean Consulting Committee (member) [2002-2003]
- College Educational Committee (member) [2002-2003]
- College Capstone Design Committee (member) [2002-2003, 2004]
- College of Engineering Soccer Tournament, chemical engineering department team organizer [2001-2002]

DEPARTMENT LEVEL DUTIES

- Appointment and Contract Renewal Committee (member) [2014-2015]
- AIChE Kuwait University Students Chapter Leader [2010 – 2014]
- Comprehensive Examination Graduate Committee (member) [2006-2007, 2009-2010]
- Office of Consultation and Career Development Committee (member) [2004-2005, 2007-2008]
- Computer Committee (member) [2004-2005] (Coordinator) [2007-2009, 2010-2011]
- Library Committee (member) [2004-2005]
- Professional Society Committee (member) [2003-2005, 2006-2007, 2008-2010]
- Students Affairs Committee (coordinator) [2002-2004] (member) [2007-2008,2009-2011]
- Undergraduates Program and ABET Committee (member) [2002-2005,2009-2011] (coordinator) [2011-2012]
- Scientific Researches and Missions Committee (member) [2001-2005]
- Time Table Committee (member) [2002-2004]- (coordinator) [2004-2005, 2009-2010]
- Laboratories Affairs Committee (coordinator) [2002-2004]
- Complains Committee (coordinator) [2001-2002]
- Annual Report and Newsletter Committee (coordinator) [2001-2002]
- Safety and Security Committee (member) [2006-2007]

PRIVATE SECTOR AND INDUSTRIES EXPERIENCE

BUSINESS AND INDUSTRIES POSITIONS

2013 – 2015 **FOCUS Consultancy Services Company, Kuwait**

Engineering and Management consulting and training company

Vice Chair

- Sets up the business strategy and developing the corporate profile
- Proposes and market the business model and concepts
- Creates and implements the working business plan
- Develops the marketing strategy of the company
- Supports the middle management in consulting and training
- Packages new services and new products for launching in year 2013
- Monitors and controls the progress of the company
- Sign agreements with more than 15 international and regional companies
- Register and qualify the company as a vendor in CTC, KOGC, KEC, SOC and KNPC.
- Conducts project management, training, and consulting services
- Affiliates with and represents several international and local consulting and training agencies.
- Signs MOUs with several colleges and universities worldwide
- Manages proposal submittals and implementations

2012 – 2013 **Industrial Quarry and Cement Company, Kuwait**

Aggregates production plant in Fujaira, UAE

Vice Chair

- Owner representation of 4.8 M KD capital business
- Initiate a legal plan to reclaim and restructure the company
- Assess the manufacturing plant operational and management status
- Take bold and calculated steps toward the corrupted environment in the company

2010 – 2013 **Environment Preservation Industrial Company, Kuwait**

Construction waste recycling company

Chair

- Represent the major shareholder in the board of directors of 8 M KD capital business
- Manage and direct strategically the BOT project of construction waste recycle plant
- Organize and controlling the 140+ employees of the industrial recycle project
- Create Corporate Identity for the organization
- Set up and upgrading the corporate policy, procedures, and bylaws
- Develop new products and services such as SDS and ECO-MIX
- Sign agency agreements with international environmental companies
- Speak in several environmental forums and panels regionally
- Assist in nominating EPIC as one of the best solid waste management company in GCC
- Enhance relations with the government officials
- Restructure of the recycle plant technically and administratively
- Optimize the operation of the industrial facilities
- Improve sales and marketing strategies
- Deal with major administrative and legal issues
- Improve recycle products quality through manufacturing optimization
- Increase the income of the company through receiving gate fee from incoming trucks
- Improve sales in a economically hit market during 2010-2012
- Register the company in Tire Recycle pre-qualification with Kuwait Municipality
- Manage the company to be awarded ISO 9001, ISO 14001 and ISO 18025

2009 – 2013 **Arab International Company for Industrial Projects, Kuwait**

Construction waste recycling company

Vice Chair (2009-2010), Technical Consultant (2012-2013)

- Set up the Public relations strategy
- Support the management in restructuring

- Assist in the process technology
- Improve the bylaws and regulations
- Enhance the management performance thru continuous technical support
- Commission technically a halted and broken production line in the recycle plant
- Increase the plant performance capability of the recycle plant using optimization techniques

2008 – 2011 **Al-Dhow for Environmental Projects, Kuwait**

International environmental projects company

Board Member

- Represent Industrial and Financial Investment Company
- Consult in solid waste management
- Assess new environmental technologies
- Participate in new investment assessment
- Support the executives with existing industrial investments

2004 – 2010 **Star Group Company, Kuwait**

General trading and contracting company

Board Member

- Improve the company sales of 150+ Industrial, residential and commercial lands outside Kuwait
- Manage an event management tender
- Establishes an industrial and commercial land asset portfolio

ADVISORY, TRAINING AND CONSULTING EXPERIENCES

ADVISORY POSITIONS

2014- 2015 **The State Minister of Planning and Development Affairs, Kuwait** –Her Excellency Ms. Hind Alsubeeh

Advisor

- Assessing the Consultants Administrations in the Ministry in workflow optimization
- Providing project management training to the Consultant Administration engineering staff
- Participating in the Optimization of Government Projects Workflow committee assigned by the Ministries Council
- Developing scenarios for government projects and programs management workflow
- Assessing the strategic planning monitoring system of Kuwait Development plan "MONITOR"
- Creating the selection criteria and recruitment system of the Executive Program Manager for MEGA projects and programs in Kuwait
- Developing the training program for Consultant Department's administrators, engineers and professionals
- Development program of CSC and Consultants Administration
- Monitoring, benchmarking and following up recent strategic projects in Kuwait Development Plan

Sept. 2003- Apr. 2005 **Office of Vice President for Academic Affairs, Kuwait University, Kuwait** –Dr. Fuad Alasfour

Advisor

- Drafting the Kuwait University Academic Strategy Plan (2006-2025)
- Doing SWOT analysis of Kuwait University current status
- Participating and conducting brainstorming session in task focused committee
- Creating a new skeleton of Kuwait University strategy basing its philosophy on stakeholders
- Outlining the new objective of the strategy based on the suggested and approved skeleton
- Describing action programs that aligns with the suggested and approved objectives
- Proposing quantitative and measurable metrics for each objective
- Designing a balanced scorecard system for the strategy plan

CONSULTING PROJECTS

Selected consulting projects engagements, implemented for government and private organization.

- Kuwait Industries Union, Strategic Support Center (2012-2013)
- Kuwait National Focal Program (KNFP) Pre-Qualification standard and Tender Evaluation (2010-2011) – Lead Consultant
- KPC Fundamental Engineering Examination (2010) - Lead Consultant
- Ports Security Technical and Financial Proposal (2008-2009) – Lead Consultant
- Academic Plan for the Kuwait Academy of Fire Sciences (2006-2012) - Consultant and Project Manager
- Assessment and Improvement of Delivery Techniques in KPC-PTC Technical Courses (2005) – Project Manager

TRAINING COURSES

Since 2002, I provided more than 90 courses and workshops in several management and engineering area to train more than 1000 professionals, engineers and managers. The training courses or programs were conducted in collaboration with well-qualified trainers. Some of these courses were conducted in English and/or Arabic.

Professional Certifications Training Courses

1. **PE®: Professional Engineer in Chemical Engineering Exam Preparation** (with Prof. Riazi, Prof. Baker)
Mar 9-13, 2008
2. **PMP®: Project Management Professional preparation examination workshop**, offered to Public and Private sectors (with Dr. Souhaila Al-Mutawaa, Prof. Ravi Jain, Prof. Manar Shami)
Jan 6-11, 2007, Apr 14-26, 2007, May 12-23, 2007, May 26-Jun 6, 2007 (KOC), Oct 21-25, 2007 (KISR), Oct 21-Nov 1, 2007, Jan 13-24, 2008, Feb. 27 - Mar 7, 2008, Mar 23- Apr 4, 2008, May 25- Jun 5, 2008, Nov 9-20, 2008 (MPW), Jan 11-22, 2009, Mar 1-12, 2009, April 26-May 7, 2009, Oct 18-22, 2009, Nov 1-12, 2009, Nov 15-19, 2009 (MEW), Dec 21-24, 2009 (KOC), Jan 16-21, 2010 (KIB), Feb 14-18, 2010, April 4-8, 2010 (GB), May 1-8, 2010 (KNFP), May 9-20, 2010, May 30- June 10, 2010, June 27-July 1, 2010 (KIB), Nov 1-5, 2010 (GB), Nov 21 - Dec 2, 2010, Nov 28 - Dec 2, 2010 (KEC), Mar 6-17, 2011, Apr 3-7, 2011 (GB), May 15-19, Jun 10-20, 2012 (VIVA)
3. **PMP® EXAM Workshop**, offered to Public and Private sectors,
April 27, 2007, May 17-Jun 24, 2007, Dec 9-13, 2007, May 4-8, 2008, May 1-4, 2011 (KERP)
4. **PRINCE2®: Project in Controlled Environment** Pre-Course Study, Foundation and Practitioner, (with Dr. S. Almutawaa)
Jan 16-20, 2011, June 16 - 27, 2013, Sept 15-26, 2013, Sept 29 - Oct 10, 2013 (MOI)
5. **HPT®: Human Performance Technology** (with Dr. Souhaila Almutawaa)

April 11-13, 2011 (Edara) Oct 10-13, 2014 (KIU)

6. **C³P®: The Competent Professional Certification:** Module 1: Communication, Leadership and Management. Module 2: Creative Problem Solving. Module 3: Competency in Project Management
7. **mini MBA®: Intensive 100 hours training on Business Administration:** 8 Modules (with Eng. Fahad Alajmi)
Nov 29 – Dec 10, 2014 (MOI)

Professional Development and Management Courses

8. **Innovation Ecosystem** (Arabic) – Kuwait Industrial Union
October 10th, 2015
9. **Feasibility Studies** (Arabic) – Kuwait Industrial Union
Oct 3-7, 2012, June 9-11, 2013
10. **How do you grow and sell your Small Business?** (Arabic)
Oct 7-12, 2012, Oct 15-19, 2012, Oct 22-26, 2013
11. **Creativity in the Workplace for Engineers and Professionals** (with Dr. A. Ibrahim, Dr. S. Almutawaa, Dr. A. Elkamel and Dr. C. Baker, Dr. B. Hajji and Dr. Naser Zaeri, Dr. Salah Al-Fadhly, Dr. Ammar Al-Sairafi, Eng. Homood Alsallal)
Dec 28, 2000 - Jan 1, 2001. Dec 27-31, 2003, Dec. 27-31, 2003. Feb 5-9, 2005. Mar 5-9, 2005. Nov 26-30, 2005. Mar 4-8, 2006. Jun 3-7, 2006. Nov 4-8, 2006. May 12-16, 2007, Nov 11-15, 2007, Feb 10-14, 2008, Nov 9-13, 2008, Nov 23-27, 2008. May 2-6, 2010.
12. **Creative Problem Solving, Workshop** at the first conference of insights on successful engineering practices, Beirut, Lebanon 2004
Jan 27-29, 2004
13. **Creativity, Communication and Leadership, Workshop** at International Conference of Engineering Education and Training, Kuwait 2007 (with Dr. Adam Al-Mulla and Dr. A. Allah Ebrahim)
April 9-11, 2007
14. **Leadership in Engineering Practices** (with Dr. Adam Al-Mulla, Dr. Jafar Ali, Dr. Khaled Al-Rasheed, Dr. Bader Hajji, Dr. Souhaila Almutawa)
May 6-10, 2006. May 1-5, 2007, Mar 9-13, 2008, Mar 15-19, 2009.
15. **Strategic Management and Decision Making** offered to Ministry of Oil, middle management
Mar. 9-26, 2005.
16. **Essentials of Japanese Management.** (with Dr. Souhaila Almutawa and Dr. Bader Hajji)
Mar 1-5, 2009, Mar 7-11, 2010, Mar 18-22, 2012, March 24-28, 2013, March 20-24, 2014
17. **Technical Report Writing Program** (KPC) (with Dr. Sam Toglow, Eng. Bader Musair) -
Nov 4-7, 2009. Dec 21-24, 2009, Mar 15-18, 2010, May 3-6, 2010, June 14-17, 2010.
18. **Crisis and Disaster Management** (with Dr. Mubarak Alazmi)
March 14-17, 2011 (Amiri Guards)

Project Management Courses

19. **Complete Course in Project Management**, Fundamental and Practitioner
Dec 22-26, 2013 (CMA)
20. **Excellence in Project Management**, (with Prof. Tabatabaei)
Nov. 7-11, 2010
21. **Project Management Fundamentals**, Effective Project Management for Professionals, (with Dr. Souhaila Al-Mutawaa)
July 16-20, 2005 (Axis), Mar 9-13, 2008 (PHA), Sept. 20-22, 2010 (JO), Sept 26-30, 2010 (KU), Mar 13, 2011 (MEW) Feb 11-12, 2014 (KIU)

Technical and Chemical Engineering Courses

22. **Basic Oil Industry: Upstream and Downstream** – KPC (with Dr. A. Allah Ebrahim)
May 3-7, 2003. Dec 21-24, 2003. Dec 12-15, 2004. May 27-28, 2012.
23. **Polymers: Synthesis, Characterization and Processing** (with Dr. Adam Al-Mulla)
Feb 28 - Mar 3, 2004. (EQUATE and KISR)
24. **Preparation of Chemical Engineers at Ministry of Public Works: Wastewater Engineering** (with Dr. Adam Al-Mulla)
Feb 13-23, 2005.
25. **Environmental Impact Assessment** (with Dr. Jasem Al-Homood)
Oct 26-30, 2008 (MPW)
26. **EQUATE Chemical Engineers workshops**
 - Distillation technology workshop, Apr. 24-26, 2011.
 - Fluid Flow workshop, May 17-19, 2011

PROFESSIONAL AND COMMUNITY EXPERIENCE

PROFESSIONAL ACTIVITIES

- Kuwait Sustainable Development Award (KSDA) Member of Judging Committee (2018-2019)
- Kuwait Distinguished Women Award (KDWA), Member of Judging Committee (2018-2019)
- Higher Committee for the Kuwait Public Relation & Customer Services Award (2017-2019)
- Entrepreneurs Factory, Kuwait Industries Union – Judge (2015)
- Intel International Engineering and Science Fair, San Francisco, USA – Judge (2014,2015)
- Kuwait Engineering and Science Fair – Science Club, Judging committee coordinator (2013-2014)
- Kuwait Annual Pre-Engineering Design Competition, 6aga and Shell, Judging Committee Coordinator (2010-2013)
- Kuwait Engineering and Science Fair – Science Club, Judging committee coordinator (2012-2013)
- Kuwait Chemistry Award – Science Club, Kuwait, Referee (2012)
- Energy Outlook in the Gas Industry – Shell lecture, Moderator, Kuwait (2011)
- Doha Debates with Tim Sebastian special event on “Nuclear Initiative in Kuwait,” Kuwait (2011)
- Kuwait Science Fair, ExxonMobil, Ambassador and Judge, Kuwait (2009-2012)
- Automation Best Practices Community, Kuwait Petroleum Corporation (member) [2010-present]
- Performance Management Best Practices Community, Kuwait Petroleum Corporation (member) [2009-present]
- Project Management Best Practices Community, Kuwait Petroleum Corporation (member) [2008-present]
- Selection Committee Panelist, Legal and Business Fellowship Program, MEPI of the U.S. Department of State, Kuwait Jan 5, 2009.
- Inventions Examiner, the Second International Invention Fair of the Middle East. Science Club, Kuwait, November 9 – 13, 2008
- Head of organizing committee, Alternative Water Source Symposium, Kuwait Chemical and Petroleum Engineers; Kuwait Society of Engineers, Kuwait; [2006-2007]
- Member, Engineering Academic Council, Kuwait Society of Engineers, Kuwait; [2005-2009]
- Inventions Examination Committee Coordinator, the First Regional Conference for Talented and Gifted People. Crown Plaza Hotel, Kuwait, May 2 - 4, 2005
- First Gulf Competition of Mechanical Engineering Graduates Competition Committee Coordinator, International Mechanical Engineering Conference; Kuwait; Dec 5-8, 2004
- Founding member and President of Kuwait Chemical and Petroleum Engineers; within Kuwait Society of Engineers, Kuwait; [2004-2007]

INVITED LECTURES AND SEMINARS

As a part of societal and professional voluntary services, I accepted the invitations to participate as a keynote speaker or panelist. Selected lectures are mentioned below.

Academic and Professional Lectures and Seminars

- Understanding the Public Project Workflow, AIChE – KU chapter – Speaker (2014)
- Public Project Workflow, Kuwait University, – Speaker (2014)
- Leadership in Engineering, Toastmaster, Wara Club, Kuwait – Speaker (2014)
- Post-Oil Era Engineering Education, Peak Oil: Challenges and Opportunities in the GCC Countries Conference, Doha, Qatar – Speaker (2013)
- Professional Ethics in the Private Sector. 8th Employment Fair, Kuwait – Keynote Speaker (2012)
- Engineering Education, Engineering Initiatives, Kuwait Engineers Society, Kuwait. – Panelist.(2012)
- Environmental Crises and Disasters. 2nd Environmental Month conference, Kuwait – Keynote Speaker (2012)
- Panelist - Green Middle East Forum for Environmental Change, Sharja, UAE (2012)
- Panelist - Petroleum and Industrial Forum, panelist (2012)
- Panelist – Sullivan and Foster Investment in Environment Industries, Dubai, UAE (2012)
- Environment Business Investment, 1st Environmental Month conference, Kuwait – Keynote Speaker (2011)
- Recycling Business in Kuwait, Kuwait Environment Water and Energy (KEWE) conference, Kuwait -Keynote Speaker (2011)
- Programmatic Quality Assurance Project Plan, KERP Programmatic Plan Workshop, Kuwait – Speaker (2010).
- The uses of Construction Demolition Waste Recycle products in Kuwait, 1st Construction and Building Materials Exhibition, Kuwait – Keynote Speaker (2011)
- Construction “Waste” Recycle Plant. AIIP Experience in Kuwait, Waste Summit 2010, Dubai, UAE – Keynote Speaker and Panelist (2010).
- Panelist and Keynote speaker – Waste Management conference, Dubai UAE (2009)
- Creating Value through Human Performance Improvement. 2nd Mina Abdullah Refinery Performance Improvement Symposium, KNPC, Kuwait – Keynote Speaker (2009)
- Myths and Facts about Leadership, US Education week, Secretary of State, AMIDEAST, Kuwait – Keynote Speaker (2009)
- PMP: Tips and Exam taking strategies. Engineering Division Managers, CTCL, Taipei, Taiwan (2008)
- PMP: Definitions, Processes and Knowledge Areas. Engineering Division Managers, CTCL, Taipei, Taiwan (2008)
- DNA Charge Reversal, application to gene therapy. Physics Department, Muscat University, Muscat, Oman (2007)
- Professional Chemical Engineer: Knowledge, Communication and Ethics Chemical Engineering Department, University of the United Arab Emirates, Al-Ain, UAE (2005)
- Phase Behavior of Polyelectrolyte Solutions Chemical Engineering Department, King Fahad University of Petroleum and Minerals, Dhahran, Saudia Arabia. (2002)

Invited Public Lectures and Seminars

- My Major is my future for Newly graduated high school students – Engineering Studies (Arabic) Kuwait Cultural Society, Kuwait (2014)
- Nanotechnology (Arabic) Aneesa bint Khubaib, Al-Fintas, Alhamdi District, Kuwait (2010)
- Understanding Project Management, YES group, AMIDEAST, Kuwait (2009)
- Strategies of Creative thinking and problem solving without limit (Arabic), Kuwait Teachers Society, April 28-30, Kuwait (2008)
- Time Management for Students Advisory and Counseling symposium April 30, AMIDEAST, Kuwait (2008)
- Grades or Knowledge oriented students! 12th Admission Exhibition, College of Engineering and Petroleum, Kuwait University (2008)
- Global Skills in International Studies, International Education Week Nov 4-8, AMIDEAST, Kuwait (2007)
- Thinking without bounds (Arabic), Tanweer Society, Kuwait (2007)
- The Reality of the University life for the high school students (the Shock). The Eleventh Admission Exhibition, College of Engineering and Petroleum, Kuwait University (2007)
- Creativity, Communication and Leadership (Arabic), Workshop organized by Labor Union Education Institute, Kuwait (April 28- May 1, 2007)
- Privatization and its influence on the labor force (Arabic) Workshop organized by Labor Union Education Institute, Kuwait (2007)
- Environment and Future Fuels Omaria High School, Ministry of Education, Kuwait (2004)
- Dailies of Engineering Students The Seventh Admission Exhibition, College of Engineering and Petroleum, Kuwait University (2004)
- Professionalism in Engineering First Meeting of Student Professional Societies, College of Engineering and Petroleum, Kuwait University (2003)
- Coming to the College of Engineering National Union of Kuwaiti Students, Kuwait University (2003)
- Orientation to Engineering for the newly admitted students Society of Engineering and Petroleum, College of Engineering and Petroleum, Kuwait University (2003)
- The relationship between the student and the doctor The Sixth Admission Exhibition, College of Engineering and Petroleum, Kuwait University (2003)

PROFESSIONAL ACHIEVEMENTS AND RECOGNITION

- Founding member of Kuwait Science and Technology Society (2019)
- Founding member of Kuwait Project Management Society (2017)
- Founding member of the Independent University Group – University Faculty Association (2010)
- Founding member of SYNERGY: Complex Networks Research Group, <http://synergy.kuniv.edu> (2009)
- Founder of the American Institute for Chemical Engineers – Kuwait University Student Chapter (2009)
- GCC Arbitrator and Expert – GCC Commercial Arbitration Centre (2009)
- Founding member of the Association for the Study of Peak Oil (ASPO) – Kuwait chapter (Spring 2008)
- Project Management Professional (PMP), Project Management Institute, USA (2007)
- Consult Engineer (CEng), Kuwait Society of Engineers, Kuwait (2007)
- Founding member and President of the Kuwait Chemical and Petroleum Engineers league at the Kuwait Engineers Society, Kuwait, (2004-2006)
- Founding member of the Arab Union of Chemical Engineers, Egypt, (March 2002)
- Dean Honor List, University of Toronto, Ontario, Canada (1991,1992)
- Dean Honor List, University of Ottawa, Ontario, Canada (1989)
- Honor List, Al-Qurtubi High School, Hawally Education District, Ministry of Education, Kuwait (1983-1987)

PROFESSIONAL AND SELF-DEVELOPMENT COURSES

Course and Programs that I attended and participated in as a part of personal professional development

1. Artificial Business School Program for Government Leaders, Microsoft-INSEAD (2021)
2. Emerging Market Entrepreneurship, Harvard Business School (2020) – Edx certification
3. Handling Difficult Project situations (Mark Waldof), PMI Webinar (2017)
4. Bioinformatics (S. Amyes), Kuwait (2013)
5. IAEA energy tools (I. Khamis), Kuwait (2012)
6. Philosophy of Sciences, (Mr. Mardoshti), Tanweer group, Kuwait (2011)
7. PRINCE2® 2009: Foundation and Practitioner (Mr. Haden), Knowledge Academy, Kuwait (2011)
8. Principles of Islamic Economy (Prof. Mohammed Ameen Alqattan), OCCD, Kuwait (2010)
9. Value Engineering MOD I (Prof. Fawaz Alenzi and Dr. Ayed Als Salman), OCCD, Kuwait (2009)
10. Project Management Courses, University of Maryland, Online (2009)
 - a. Introduction to Project Management, John Cable
 - b. Project Management Administration, Neil Schulman
 - c. Operations Research in Project Management, Steven Gabriel
11. Certified Arbitrator Training Courses, GCC Arbitration Centre Kuwait [2008-2009]:
 - a. Management of Arbitration, (Yosef Alsolaili and Abdulaziz Taher)
 - b. Arbitration Verdict Preparation, GCC (Mohammed Abdulraoof)
 - c. Arbitrator Preparation, GCC Arbitration center, (Aisha Al-Tuwajri and Obaid Alwasmii)
 - d. Arbitrator Preparation, GCC Arbitration center, (Aisha Althwadi and A. Sattar Almulla)
 - e. Arbitration Basics, GCC Arbitration center, (Aisha Althwadi and Mansour Alsaeed)
12. XXXVII Latin-American School of Physics, Theoretical Physics short courses series (2006)

- a. The energy landscape for folding and function, José Nelson Onuchic
 - b. DNA Physics, an introduction, Renko de Vries
 - c. Nonextensive Statistical Mechanics, Constantino Tsallis
 - d. Protein hydration and its importance in functionality J. Raul Grigera
 - e. Van der Waals Forces in Biomolecular Interactions, V. Adrian Parsegian
13. Interactive Learning Workshop, Center for Teaching Excellence, Office of Vice President for Academic Affairs Kuwait University, Kuwait (2005)
 14. Intensive Spanish Language (Level I), College of Arts, The University of Auckland, Auckland, New Zealand (2005)
 15. Intensive German Language Course, Berlitz Language Institute, Kuwait (2009)
 16. Project Management Professional – Examination Preparation; Kuwait Society of Engineer, Kuwait (2005)
 17. Active and E-Learning Workshop, Center for Teaching Excellence, Office of Vice President for Academic Affairs Kuwait University, Kuwait (2005)
 18. Continuous Program Improvement: Developing the process, Office of Assessment, College of Engineering and Petroleum, Kuwait University, Kuwait (2005)
 19. Continuous Program Improvement based on ABET Engineering Criteria 2000, Office of Assessment, College of Engineering and Petroleum, Kuwait University, Kuwait (2004)
 20. Engineering Design Teaching, Office of Assessment, College of Engineering and Petroleum, Kuwait University, Kuwait (2004)
 21. Teaching for Learning, Center for Teaching Excellence, Office of Vice President for Academic Affairs, Kuwait University, Kuwait (2004)
 22. Introduction to Outcome-Based Course Assessment, Office of Assessment, College of Engineering and Petroleum, Kuwait University, Kuwait (2001)
 23. C++ Programming, Office of Consultations and Career Development, College of Engineering and Petroleum, Kuwait University, Kuwait (2000)
 24. Professional First Aid, Kuwait Institute for Scientific Research, Kuwait (1993)
 25. Numerical Simulation, Kuwait Institute for Scientific Research, Kuwait (1994)
 26. Scientific Research Requirements, Kuwait Institute for Scientific Research, Kuwait (1994)
 27. High School Training Summer Program - Chemistry section, Kuwait Institute for Scientific Research, Kuwait (1986)

Annex (2)

((KINDLY ANSWER FOLLOWING QUESTIONS BEFORE SUBMISSION, TAKING INTO ACCOUNT THAT AN OVERALL WORD COUNT OF BETWEEN 1,000 AND 3,000 APPLIES FOR ALL FOUR ANSWERS COMBINED))

As a proud citizen of Kuwait, a country with an average contribution to global humanitarian aid of 2.7% of GDP averaged annually in the last fifty years, and named as a Humanitarian Center, I truly commit toward compacting hunger and poverty around the world.

- 1. Why do your qualifications and experiences make you a suitable candidate and what values would guide you as the President of IFAD? Describe also your management style, how you would work with your ideal senior management team and ensure a good work environment within the organization.**

My diverse experience between public and private provided me with knowledge, experience, and right skills, which I believe it will add value to IFAD, to meet the organizational objectives and directing resources efficiently and effectively in realizing its vision. In addition, working successfully with several boards throughout my professional career harnesses my ability to align the board members' expectations through transparency and their engagement to achieves the main objectives and tackle challenges by seeking their guidance as well as to proceed with the future programs.

In my recent post in the public sector as Secretary-General of the General Secretariat of the Supreme council for Planning and Development (GS-SCPD), together with my team, we initiated a full transformation plan with a vision to build a national planning institution with a motto of thinking global and acting local. The transformation was initiated an internal audit. Understanding and assessing the organizational gaps are the keys to implement an impactful change within the organization. Then launch a human capital development plan to recognize talented and skilled individual within the organization. The implementation is always complemented with communication management essential to bridging. We follow the best practice norms in the operation of the organization to achieve success in the transformation. The plan was put together with the responsible sponsor, the Minister of planning affairs at the time and made sure to be aligned with the minister's expectations before it was launched. It is essential to bring all stakeholders on board and never leave anyone behind through transparent dissemination of knowledge.

The management style I adopt is highly dependent on the organization to be lead. In case of IFAD, an international organization with a global mission, there will be more focus on managing the workplace through adopting proper governance, high integrity, and transparency as being the main two values. Other values include team building, innovation enablement, and empowerment. The challenges facing IFAD in a highly unpredictable global environment with unprecedented current and future crises should be tackled with solid establishment at the internal level where solidarity and passion to achieve its humane goals are very crucial. Hence resolving to the board of governors for guidance and strategic directions becomes essential for being able to achieve high impact.

2. What are the lessons you have learnt related to strategic thinking and in formulating development strategies and plans, and how will you use them to advance IFAD's mission?

Several lessons learnt,

- Prioritize the organizational goals based on impact. The highest impact comes first
- Sets clear and relevant strategic success indicators (KPIs for strategic goals), what you cannot measure, you cannot manage
- Seeks guidance from the board on strategic directions, not engaging the board will limit your success
- Review, Builds or update the organizational bylaws to ensure the existence of a transparent workplace with proper governance and knowledge exchange
- Focuses on achieving strategic goals and empower executives to lead the operation
- Build a partnership network that supports the core function of the organization

I do believe these lessons can be used to advance IFAD's mission on many fronts

- IFAD's fifth Strategic Framework will be concluded in three years, in 2025, hence a newly updated strategic frame exercise should be initiated. The new frame should take in consideration, the current global status of hunger, malnutrition, and poverty with special emphasis on fragile economies, war zone and failed states, countries in serious needs as well as countries with malnutrition due to food abundance.
- Build signature programs that are platform-based economy able to create opportunities and linked to the market
- Expand partnership with the philanthropic global organizations and private sector to finance Agro Platform (will be explained in later questions)
- Connect with research and development centers around the world to advocates changes in countries to increase the yield of land, adoption of low water technology and others
- Enhance knowledge transfer through South-South cooperation
- Serving the underserved who needs our help the most, prioritizing the programs aligned with this direction.
- Enter global policy dialogue

3. What is your vision for IFAD? How would you strengthen its role and effectiveness as part of the international aid architecture, particularly in the context of COVID-19, economic shocks, climate change and biodiversity erosion? And in contributing to achieving the Sustainable Development Goals by 2030, especially the elimination of hunger, malnutrition and poverty, including in the most fragile contexts?

Although the mission of IFAD is focused on *transforming rural economies and food systems by making them more inclusive, productive, resilient, and sustainable*, the consideration of other economies to be included in the transformation can create a better-balanced approach to a new suggested mission aligned with the SDG agenda that includes all economies. The accelerated changes noticed in many countries around the world are expected to add more countries to the list of distraught and fragile economies, hence, a preventive measure must be taken through programs

financed or co-financed by these economies who should start building more productive, resilient, and sustainable system as a preventive strategy advocated by IFAD.

The IFAD's sixth strategic framework should address the post-COVID19, economic shocks, climate change and biodiversity erosion as well as de-risking. The frame should be inclusive and "no one left behind" principle should be taken literally. Given this consideration, building a portfolio of signature programs creates opportunities and jobs in specific. One signature program can be the Agro Platform that connect all relevant stakeholders in the agricultural sector. The Agro Platform program includes, the supply chain, the market development, R&D, infrastructure (to connect the supply with the demand), such a wholistic approach will increase the maximize the financial resources impact and perhaps attract more financing.

Improving the visibility of IFAD requires the implementation of strategic communication that focuses on rebranding IFAD as a development fund focuses on agriculture rather than an agriculture development fund. The difference simply broadens the scope of agriculture sector to include all relevant sectors in the supply chain especially the market development and building supporting infrastructure.

My vision for IFAD can be described in four dimensions

- Financing agriculture platform economy
- De-risking economies that start to show weakness upon the current shocks and crises
- Expand partnership with the private sector and social entrepreneurs
- Establish a global policy dialogue on wholistic Water-Food-Energy-Climate Change Nexus

4. As President, how would you ensure IFAD's continued financial sustainability and mobilization of more resources (particularly to the poorest countries and in light of economic constraints), to allow IFAD to fulfil its mission and exert its comparative advantages? How could IFAD further strengthen its cooperation with low- and middle-income countries?

The sustainability of financing IFAD programs is highly correlated with the impact of the programs on the countries in need. As President, I would focus on designing programs that are wholistic with maximum impact. These programs should be innovative and disruptive in tackling the challenges, hence, human capital development program in low- and middle-income countries in the agriculture development with the introduction of technology will be impactful and support the realizations of IFAD's strategic objectives. Traditional ways to tackle the current challenges are short-lived and will not encourage sustainable financing. As mentioned above, expanding the partnership with the private sectors, philanthropic organizations, and co-financing with the countries will ensure sustainable financing as well.

IFAD's accumulated knowledge in development since its inception can be mobilized to support low- and middle- income country greatly in the form of advisory services. When financing is linked to economic reforms in these countries, it will improve the resilience of these economies and gradually can reach a higher state of income bracket, countries like south Korea is a good example.



STATE HOUSE

P.O. Box 40530

NAIROBI, KENYA

6th May, 2022

I convey to you warm greetings and best wishes.

I have the honour to inform that Kenya has decided to present the candidature of **Ambassador Raychelle Awuor Omamo, SC, E.G.H** for election to the post of President of the International Fund for Agricultural Development. Ambassador Omamo is currently the Minister of Foreign Affairs in Kenya.

In her roles as a distinguished lawyer and jurist, and as a seasoned diplomat and Minister, Ambassador Omamo has served Kenya and the international community with distinction for over 30 years. In almost all her leadership roles Ambassador Omamo has registered many firsts for women of Kenya. She was the first Kenyan woman to hold the position of Minister of Defence, as well as the first woman to be elected to serve as the Chairperson of the Law Society of Kenya. In recognition of her pioneering and distinguished career, Ambassador Omamo was conferred with the prestigious rank of Senior Counsel.

In addition, Ambassador Omamo was the first Kenyan woman to be appointed Ambassador to France [with multiple accreditation] and the first Kenyan woman to serve as our Permanent Representative to UNESCO.

Presently, Ambassador Omamo oversees Kenya's engagements as a non-permanent member of the United Nations Security Council and is also the Chairperson of the Commonwealth Ministerial Action Group (CMAG) and a member of the Board of the Global Partnership for Sustainable Development Data. It would be highly fitting and truly transformational for Ambassador Omamo to serve as IFAD's first woman President.



STATE HOUSE

P.O. Box 40530

NAIROBI, KENYA

Ambassador Omamo will bring to the role of the President of IFAD, her grounded experience in strategic management, policy making, institution and partnership building, as well as her record of attentive financial stewardship over large and complex budgets in critical public agencies. Ambassador Omamo is a strong advocate for inclusive development and social justice, and she has a deep understanding of the complexity of development issues, particularly in regions of fragility and conflict where poverty and hunger within rural communities persist.

We, in this context, consider Ambassador Omamo uniquely qualified to lead IFAD at this critical time when the advancement of sustainable development goals is facing increasing challenges due to climate change, economic shocks, displacement, and conflict.

Please accept the assurances of my highest consideration.

A handwritten signature in green ink, appearing to read 'Uhuru Kenyatta', with a long horizontal stroke extending to the right.

UHURU KENYATTA
PRESIDENT OF THE REPUBLIC OF KENYA

The Secretary
International Fund for Agricultural Development
ROME



Ambassador Raychelle Awuor Omamo

Curriculum Vitae

Candidate of the Republic of Kenya

for the post of

President, International Fund For Agricultural Development

CURRICULUM VITAE

AMBASSADOR RAYCHELLE AWUOR OMAMO

UNIVERSITY EDUCATION

BA in Law, University of Kent at Canterbury – 1982

Post-Graduate Diploma in Legal Practice, Kenya School of Law – 1984

Post-Graduate Diploma in Business Administration, University of Liverpool – 2016

OVERALL CAREER PROGRESSION

1985-2002: Legal Counsel and Managing Partner, Omamo and Omamo Advocates

2003-2009: Kenya Ambassador to Republic of France, with the accreditation to the Kingdom of Spain, the Holy See, the Republic of Portugal and the Republic of Serbia

2003-2006: Permanent Representative of Kenya to UNESCO

2010-2013: Senior Counsel Coulson and Harney Advocates

2013-2020: Cabinet Secretary/Minister for Defence

2014: Acting Cabinet Secretary/Minister for Labour and Social Services

2020 to Present: Cabinet Secretary/Minister for Foreign Affairs

DETAILED PROFESSIONAL EXPERIENCE

CABINET SECRETARY/MINISTER FOR FOREIGN AFFAIRS OF THE REPUBLIC OF KENYA:

2020 to Present

Lead the Ministry of Foreign Affairs which has an annual budget of KES 18.3 billion [US\$180 million] 58 diplomatic missions, 5 consulates general and 30 honorary consuls across the globe and 816 staff. Preside over the administration of all foreign representation in Kenya, including UNEP, UN Habitat, and the United Nations Office in Nairobi - [the only UN Headquarters in the global South comprising 73 UN offices] as well as 92 foreign embassies and high commissions and 44 consulates, providing relevant protocol and consular services. **In charge of the formulation and implementation of the Kenya's foreign policy** including the negotiation of agreements and MOUs and the facilitation, alignment and coordination of Kenya's international relations between spheres of government. Serve on the National Security Council of Kenya. **Represent Kenya in all international fora** especially during its current tenure as a non-permanent member of the UN Security Council, Presidency of the Organization of Africa, Caribbean and Pacific States (OACPS), and the East Africa Community (EAC), and her memberships in the AU Peace and Security Council and AU Bureau of Heads of States and Government. Serve as the Chairperson of the Commonwealth Ministerial Action Group (2020 to date), on the Board of the Global Partnership for Sustainable Development Data (2020 to date) and Chairperson of the Joint Sectoral Council on Defence Inter-State Security and Foreign Policy Coordination. (2020 to date). **Mobilize**

international engagements and hosting or co-hosting major multilateral forums on key development issues including: the African Female Foreign Ministers Meeting on ‘Enhancing Women’s leadership in COVID-19 responses’ (May 2020); the OACPS Virtual Inter-Sessional Summit on “Transcending the COVID-19 Pandemic-Building Resilience through Global Solidarity’ (June,2020); the Global Education Summit: Financing GPE 2021 -2025 in partnership with the United Kingdom (July 2021); the First AU-CARICOM Summit (September, 2021); UNEP @ 50 (March,2022). Through the Ministry of Foreign Affairs, Kenya will partner with the governments of Sweden and Portugal, respectively, in co-hosting Stockholm @ 50 and the UN Oceans Conference (June 2022). **Oversee and lead Kenya’s foreign policy interventions for peace, conflict resolution and state stabilization** in the Horn of Africa and the Great Lakes Region, including its peace keeping missions. **Assemble bilateral and multilateral largesse to surmount crises**, including emergency humanitarian support for drought and flood and disaster response, including grants of COVID-19 vaccines. Through the direct efforts of the Ministry of Foreign Affairs over 20 million vaccines donations were received from partners. **Advance relations with Kenya’s Diaspora** and overseeing the provision of consular support services. **Report to Parliament** on the activities and expenditure of the Ministry of Foreign Affairs.

CABINET SECRETARY/MINISTER FOR DEFENCE OF THE REPUBLIC OF KENYA:
2013 – 2020

Led the Ministry of Defence which had an annual budget of KES 130 billion [US\$ 1.3 billion]. **Oversaw civilian staff members** and the administration of the Ministry. **As Chairperson of the Defence Council of Kenya, was responsible for the overall policy, control, supervision of the Kenya Defence Forces (KDF)** comprising the Kenya Army, Kenya Air Force, and the Kenya Navy as well as their defence training, research and industrial entities and attendant legislation ,in addition to the authorization of the deployment of KDF in peace keeping and peace support operations around the world – e.g., AMISOM and its internal deployments in support of the civil authority. **Oversaw and authorized defence budgeting and complex defence procurement** and presided over the modernization of the mobility, fire power, intelligence and sustenance of KDF. **Formulated and implemented critical policy documents** as well as bilateral agreements, such as the Defence White Paper 2017, Gender Policy, Peacekeeping and Peace Operations Policy, the Defence Industrialization Policy and undertook substantial amendments to the Kenya Defence Forces Act. **Represented Kenya in regional and global defence policy fora and served as** Chairperson of the Council of Defence Ministers of the Eastern Africa Standby Force (2013-2014), Chairperson of the East African Community Sectoral Council on Cooperation in Defence (2013), Chairperson of the Board of Trustees of the Defence Forces Medical Insurance Scheme (2013-2020), and Chairperson of the Contact Group on Piracy off the Coast of Somalia (2019-2020). **Oversaw the establishment of the Kenya Space Agency** and the installation of its first Board and management team (2018-2019). **Reported to Parliament** on the activities and expenditure of the Ministry of Defence.

ACTING CABINET SECRETARY/MINISTER FOR LABOUR AND SOCIAL SERVICES OF THE REPUBLIC OF KENYA: 2014

Led the Ministry of Labour and Social Services which had an annual budget of KES 35.6 billion [US\$ 350 million] and 1,700 staff. **Oversaw the administration and financial oversight of the Ministry and the formulation and implementation of policies** related to industrial relations, national manpower planning and skills development, national productivity, migrant labour issues and occupational safety matters. Managed intermittent industrial action by various workers unions. **Reconstituted critical wages and labour relations institutions namely:** the National Labour Board, and the General Wages Council and the Agricultural Wages Council and supervised the work of the Task Force on Migrant Labour and Employment, which set the policy direction for the management of Kenya's migrant labour. **Reconstituted the Board of the National Social Security Fund valued at KES 300 billion [US\$ 3 billion]. Supervised the preliminary conceptualization of the *Inua Jamii Social Protection Program*,** which currently provides monthly stipends to over 1 million Kenyans over 70 years of age, 300,000 orphaned children and 47,000 severely disabled persons. Oversaw provision of children services and street childrens' programs and the reform of Kenya's child adoption policies. **Reported to Parliament** on the activities and expenditure of the Ministry of Labour and its agencies.

AMBASSADOR PLENIPOTENTIARY AND EXTRAORDINAIRE OF KENYA TO THE Republic of France with accreditation to Kingdom of Spain, the Holy See, the Republic of Portugal, the Republic of Serbia: 2003 -2009

Represented Kenya in the aforementioned countries and served as Kenya's Permanent Representative to UNESCO. Managed and had financial responsibility for the Mission in France and its staff and oversaw the establishment of the Mission in Madrid in 2008. **Promoted and projected Kenya's interests** in tourism, trade, culture, diaspora affairs and the environment in line with the pillars of Kenya's foreign policy. **Engaged key development partners** such the French Development Agency (AFD) with respect to issues regarding water, sanitation, energy, capacity building and environmental conservation. **Participated in proceedings of UNESCO's Executive Board** and the Africa Group and served as Chairperson of the UNESCO Headquarters Committee. Advanced Kenya's interests in education and science and garnered support for Kenya's pioneering work in the provision of free primary education.

LEGAL PRACTICE: 1985 – 2002; 2010 -2012

Advocate of the High Court of Kenya and Commissioner for Oaths since 1984, serving with Omamo and Omamo Advocates and Coulson and Harney Advocates. Legal practice specialised in civil litigation and undertook a wide variety of litigation at all levels of the Kenyan Court system. Undertook legal research, rendering of legal opinions, negotiation, drafting of pleadings, contracts and conveyances. Focused on women's' and children rights and was the co-draftsman of Kenya's first Children Act, 2002.

I was the first woman to be elected as Chairperson Law Society of Kenya (2000-2002), serving two terms in the largest national Bar association in East and Central Africa. **I also served as the Vice Chairperson of the East Africa Law Society.** As leader of the Kenyan Bar, I chaired the Council of the Society and had oversight of the Secretariat, its budget, human resources and organizational efficacy. During my tenure I led the restructuring of the Secretariat and the development of the Society's Continuing Legal Education Program. **I led the Law Society in making pivotal contributions to Kenya's constitutional reform process and the reform of the Judiciary.** In 2012 I was conferred **the rank of Senior Counsel.** I have also engaged in the following legal related public service roles:

- Legal Counsel to the Ndungu Commission of Inquiry into the Illegal/Irregular Allocation of Land in Kenya (2003)
- Member of the Task Force on the Establishment of the Truth, Justice and Reconciliation Commission for Kenya (2002 -2003)
- Member of the Task Force on Landlord and Tenant Law (1998)
- Vice President of the East Africa Law Society (2002)
- Chairperson of the Advocates Benevolent Fund Board (2001-2002)
- Member of the Council of Legal Education in Kenya (2002)

MAJOR SPEECHES AND ADDRESSES:

During my service as government Minister, I have made numerous interventions and speeches at regional and global levels and participated in a wide variety of high-level panels on peace and security, multilateralism, climate change, food security, COVID-19 mitigation. These include interventions at the United Nations Security Council, the AU Peace and Security Council the Manama Dialogue 2018, the Aswan Forum 2019, The Munich Security Conference 2019 & 2022, the Berlin Climate Security Conference 2020, the Stockholm Forum on Peace and Development (2020), the International Conference on Women Peace and Security Vietnam 2020, the Atlantic Council Panel at COP26 (2021), the Global Education Forum Summit (2021), the Rasina Dialogue (2021), the Alliance for Multilateralism 2020, the International Conference on Women Peace and Security Vietnam 2020. Samples of my interventions can be found on the following links:

VIDEO RECORDING LINKS:

1. Atlantic Council Live from COP26: Paving the way with climate innovation

Speakers:

His Excellency Dr. Sultan Ahmed Al Jaber, the UAE's Special Envoy for Climate Change and Minister of Industry and Advanced Technology

Bill Gates, founder of Breakthrough Energy and co-Chair of the Bill & Melinda Gates Foundation;

Secretary John Kerry, U.S. Special Presidential Envoy for Climate

Ambassador Raychelle Omamo, Cabinet Secretary for Foreign Affairs for the Republic of Kenya.

Moderator **Frederick Kempe**, President and CEO of the Atlantic Council, will join the panelists live from the UAE Pavilion in Glasgow.

<https://www.youtube.com/watch?v=GlwjAGYZ3Wo>

2. 2020 Virtual Stockholm Forum on Peace and Development 'Sustaining Peace in the Time of COVID-19'. The open session 'Climate Change: The Other Crisis',

Moderator: Dan Smith, Director, Stockholm International Peace Research Institute
Speakers: Peter Eriksson, Minister for International Development Cooperation, Sweden
Raychelle Omamo, Cabinet Secretary for Foreign Affairs, Republic of Kenya
Hanna Tetteh, Special Representative of the Secretary-General to the African Union and Head of the United Nations Office to the African Union
Hindou Ibrahim, SDG Advocate and co-director of the World Indigenous Peoples' Initiative and Pavilion at COP21, COP22 and COP23
Margot Wallström, former Minister for Foreign Affairs, Sweden, Environment Commissioner and Vice-President of the European Commission

<https://youtu.be/uoZj5qDF5tI>

3. Global Partnership for Education Opening Session

Co-Speakers

H.E. Rt. Hon. Dominic Raab, MP

Secretary of State for Foreign,

Commonwealth and Development Affairs

Alice P. Albright- Chief Executive Officer of GPE,

<https://www.youtube.com/watch?v=f7mzW-0TrL0>

Intervention from 1:08:27

4. Speech by Ambassador Raychelle Omamo, Cabinet Secretary for Foreign Affairs, Republic of Kenya at ICIPE 50th Anniversary Ceremony

<https://www.youtube.com/watch?v=LE2MO9OhYy0>

5. Kenya on the situation in the Great Lakes region - Security Council Media Stakeout (20 October 2021)

<https://www.youtube.com/watch?v=yYS5289viOQ>

6. Kenya on Women, Peace, and Security & Afghanistan- Security Council Media Stakeout (21 October 2021)

<https://www.youtube.com/watch?v=3xUoelrO7w0>

7. Raisina Dialogue: Africa Rises: The Continent Means Business

Speakers: Raychelle Omamo, Cabinet Secretary for Foreign Affairs, Kenya
Rahul Chhabra, Secretary (ER), Ministry of External Affairs, India
Gwendoline Abunaw, Managing Director, Ecobank, Cameroon
Moderator - Navdeep Suri, Distinguished Fellow and Director, CNED, Observer Research Foundation, India

<https://www.youtube.com/watch?v=28V00AxIQbA>

8. International Conference on Women, Peace and Security Strengthening Women's Role in Building and Sustaining Peace: from Commitments to Results

<https://www.youtube.com/watch?v=Az1MDs2S5Nc>

Intervention at 1:15:39

9. Raisina Dialogues: The Road to Sustainable Development Goals

Tandi Dorji, Minister for Foreign Affairs, Bhutan Raychelle Omamo, Cabinet Secretary for Foreign Affairs, Kenya Ann Marie Yastishock, Chief Advisor to the Acting Administrator, USAID, United States Rachel Glennerster, Chief Economist, Foreign, Commonwealth & Development Office (FCDO), United Kingdom Mohan Kumar, Chairman, Research and Information System for Developing Countries, India Moderator – Maitreyi Bordia Das, Manager, World Bank, United States

<https://www.youtube.com/watch?v=qJLRZKeXM4>

STATEMENTS:

All statements can be found on:

https://www.un.int/kenya/statements_speeches

Statement delivered by Amb. Raychelle Omamo, SC, EGH Cabinet Secretary for Foreign Affairs during the Security Council Meeting on Maintenance of International Peace and Security: Climate and Security

https://www.un.int/kenya/statements_speeches/statement-delivered-amb-raychelle-omamo-sc-egh-cabinet-secretary-foreign-affairs

Ministerial Debate on the Great Lakes Region

https://www.un.int/kenya/statements_speeches/ministerial-debate-great-lakes-region

Statement by Amb. Raychelle Omamo SC, EGH Cabinet Secretary for Foreign Affairs during the Security Council Briefing on the Protection of Civilians in Armed Conflict: Preserving Humanitarian Space

https://www.un.int/kenya/statements_speeches/statement-amb-raychelle-omamo-sc-egh-cabinet-secretary-foreign-affairs-during-0

Statement by Amb. Raychelle Omamo SC, EGH, Cabinet Secretary for Foreign Affairs during the Security Council High-Level meeting on the theme “Maintenance of International Peace and Security: Upholding Multilateralism and the United Nations-Centered International System

https://www.un.int/kenya/statements_speeches/statement-amb-raychelle-omamo-

Statement as delivered by H.E Amb. Raychelle Omamo, SC, EGH Cabinet Secretary for Foreign Affairs of the Republic of Kenya during the Briefing on the Maintenance of International Peace and Security: follow-up on the implementation of resolution 2532 (2020)

https://www.un.int/kenya/statements_speeches/statement-delivered-he-amb-raychelle-omamo-sc-egh-cabinet-secretary-foreign

Statement Delivered by CS Raychelle Omamo during the Open VTC meeting on 20th Anniversary Of Security Council Resolution 1373 (2020) And The Establishment Of The Counter-Terrorism Committee

https://www.un.int/kenya/statements_speeches/statement-delivered-cs-raychelle-omamo-during-open-vtc-meeting-20th-anniversary

MAJOR HONORS AND AWARDS

- Elder of the Golden Heart of the Republic of Kenya (2015)
- The Constitution Award (2012)
- Senior Counsel Kenya (Conferred in 2012)
- Croix de l'Ordre de Saint Gregoire le Grand - The Holy See (2007)
- Jurist of the Year, Kenya Chapter of the International Commission of Jurists (2002)
- Rule of Law Award, National Council of Women of Kenya (2002)
- Young Woman Professional of the Year, Kenya Association of Business and Professional Women (2002)



AMBASSADOR RAYCHELLE AWUOR OMAMO

RESPONSES TO QUESTIONS FOR CANDIDATES

Why do your qualifications and experience make you a suitable candidate and what values would guide you as the President of IFAD? Describe also your management style, how you would work with your ideal senior management team and ensure a good work environment within the organization.

Qualifications Experience and Suitability:

Over my 30-year career, I have developed and demonstrated strong financial stewardship and strong advocacy capabilities in my engagements as a senior legal practitioner, seasoned diplomat, and Cabinet member with multiple dockets. In all my leadership roles, I have tackled a variety of pressing and interlinked dilemmas concerning good governance, state capability, inequality, human development, human rights, conflict resolution and peace building at national, regional, and global levels. I have cultivated the aptitude of ‘multidisciplinary’ thinking which I consider imperative for managing the manifold and dynamic challenges associated with orchestrating the delivery of global development goals at national level. I would bring to IFAD a deep and comprehensive understanding of the context in which governments in developing countries operate, their multifaceted obligations and the challenge of driving development under the constraint of limited resources.

Strong strategic management and rigorous financial oversight have been indispensable aspects of my work for many years in multiple ways. I have presided over critical government departments endowed with substantial budgets and wide international footprints, during periods characterized by serious regional security challenges and global threats such as terrorism, COVID-19 and climate change events. I have ensured the consistent strategic performance and financial compliance of complex public institutions in the face of variable national revenue flows and intermittent economic shocks. I have fostered a culture of organizational synergy, flexibility and efficiency within the context of a dynamic operating environment. Lastly, I have established a wide network of bilateral and multilateral partners and leveraged these partnerships in order to deliver impactful results.

Values and Management Style:

My experience as a senior legal practitioner and government leader have affirmed the importance of the following values: **service; professionalism; integrity; the duty of care and; continuous learning.** As President of IFAD, these values will guide me in the leadership of the senior management team and in the creation of a conducive work environment for the delivery of IFAD’s mandate. In my judgment, the efficacy of a top team is contingent on mutual respect and trust. Hence, leading by example, I will endeavour to retain open channels of communication with my senior management so as to ensure the clear articulation of expectations, standards of conduct and accountability with reference to the achievement of IFAD’s strategic objectives.

In collaboration with the senior management team, I expect to frame and lead IFAD’s policy and strategic direction, and to ensure that the organizational alignments, ownership and operational effectiveness required to translate plans and resources into tangible results, are implemented. Furthermore, I shall respect the professional acumen of senior management and purpose to make decisions based on professional advice, data and consultation particularly on issues pertaining to the Fund’s liquidity and sustainability. Finally, I shall purpose to a foster an organizational climate characterized by diligence, individual respect and fairness while always encouraging continuous education and innovation.

What are the lessons you have learnt related to strategic thinking and formulating development strategies and plans, and how will you use them to advance IFAD's mission?

Strategic plans and thinking are not ends in themselves. Although plans provide roadmaps for action, their utility is best measured in terms of their conversion into tangible results and real impact on lives. My experience has taught me that technically feasible courses of action in social and economic development and transformation are typically very large in number. Operationally feasible options that work in the real world are much smaller in number. Politically feasible options are even rarer. I believe the IFAD President must always keep these three types of feasibility in view, aiming to identify and mobilize support for that small set of truly transformative technically, operationally, and politically feasible courses of action. I have demonstrated that I know how to do that, with strong positive impacts at organizational level. A special challenge for IFAD is that results must be delivered in partnership with client governments. Therefore, the agency, competence and commitment of governments is essential.

As President of IFAD, I would prioritize institutional capacity building as well as strengthened relationships with governments and communities in the formulation and implementation of the development plans that frame the investment context facing IFAD. This is important because IFAD's programs and funding are channelled principally to LICs and MICs that often encounter state capacity challenges and economic constraints.

Within any organization, the choreography of strategy requires leadership at all levels. Strategic planning and thinking are not the reserve of top team managers but for the whole organization. Middle management must take ownership of strategic decisions and disseminate them. The *raison d'être* for strategic decisions must be regularly and fully communicated throughout the organization, aiming to ensure that the organization's culture, operating environment, and available resources are aligned and congruent with the strategy. In addition, the successful implementation of plans requires individual commitment and accountability. These truths will be important for IFAD as it seeks to continue the process of decentralizing its operations and decision making to bring IFAD's services closer to field. It is essential that synergies between country offices and headquarters are strong so that strategic direction does not dissipate. Therefore, the monitoring and evaluation of programs and processes for alignment, results and impact are critical.

What is your vision for IFAD? How would you strengthen its role and effectiveness as part of the international aid architecture, particularly in the context of COVID-19, economic shocks, climate change and biodiversity erosion? And in contributing to achieving the Sustainable Development Goals by 2030, especially the elimination of hunger, malnutrition and poverty, including the most fragile contexts?

This is a moment of both crisis and transformation for the world as a whole, and for rural areas in particular. Many of the world's sharpest crises (especially those linked to violence and conflict) have large footprints in rural areas. Yet simultaneously, many of the most exciting developments and innovations (especially those linked to improved management of knowledge and information) are strongly grounded in rural areas. IFAD's rural people-driven mission, mandate, and approach could therefore not be more relevant or timely.

Under IFAD12, IFAD seeks to double its impact by more effectively and efficiently assembling and leveraging high-impact finance targeting the poor and marginalized in fragile rural areas, and sustainably safeguarding natural resources. This contribution to the international aid architecture is unique, rendering IFAD exceptionally well positioned to promote Global, regional, and national policies, partnerships and investments for inclusive, productive, resilient, and sustainable rural economies and food systems.

My vision for IFAD is fully in keeping with this unique and niche contribution. Under my leadership, IFAD would deepen and enhance its contributions and increase its effectiveness in the international aid architecture by seeking to:

- a) strengthen its advocacy in favour of rural poor through innovative and intensive stakeholder engagement with the object of reinforcing the nexus between advancement of rural agricultural development and the attainment of SDG 1 & 2;
- b) affirm its position as the "partner of choice" in the area of rural agricultural development by leveraging its policy leadership and disseminating its knowledge-assets at both global and national levels; improving the quality and proximity of its co-operation with client governments and communities; and curating collaborative and coherent interaction between other donors and agencies involved in food security;
- c) address emerging threats to the rural poor through innovative programs capable of building resilience and supporting vulnerable groups; and
- d) modify and diversify its resource base and sharpen its resource mobilization competencies.

IFAD's contributions ought to assist recipient countries precipitate verifiable and long term transformation of rural communities. This vision cannot be achieved by the President and organization alone. The support and guidance of IFAD's Executive Board and the Governing Council is also essential to IFAD's success. Therefore, as President I would be acutely mindful of the obligation of accountability and the respect for oversight.

As President, how would ensure IFAD's continued financial sustainability and mobilization of more resources (particularly to the poorest countries and in light of economic constraints) to allow IFAD to fulfil its mission and exert its comparative advantages? How could IFAD further strengthen its cooperation with low and middle-income countries?

Maintaining IFAD's financial sustainability is a fundamental duty. As President, I would first ascertain whether internal organizational savings can be attained by ensuring that internal funds are not wasted or applied to unviable processes and projects and that IFAD is 'right-sized' and 'fit for purpose' in respect of its structure, human resource base, financial controls mechanisms, and M&E systems. Second, I would endeavour to mobilize and assemble funds from other players in the international aid architecture as well as the private sector to compliment the core contributions made by members states, including the expanded options of market borrowing. Thirdly, I would explore co-financing opportunities with other lenders and assist recipient countries establish public – private partnerships to shore up their own contributions to rural development, Finally, I would where possible, encourage additional voluntary contributions from wealthier member states. In sum, the mobilisation of financial resources will need to become an important competency for IFAD.

To reinforce its cooperation with LICs and MICs, IFAD must invest in building up state competency and capability, and this includes bolstering institutional and human resources capacity. Competencies in policy formulation and implementation, debt management, land administration, technological innovation and R&D are imperative. Building efficiency in government systems and processes is crucial for reducing financial dependence, enhancing loan servicing and tackling the conundrum of rural poverty more efficiently. In this regard IFAD's contribution to strengthening food-systems for the rural poor, especially food production, income generation and markets access is imperative. Such support is extremely important for LICs especially those plagued by conflict, or in transition or undergoing post-conflict recovery. In this regard, intensified engagement by country and regional offices is essential. This is of great relevance to LICs in Africa where the bulk of IFAD's core resources are directed.

The needs of MICs often 'fall through the cracks' as they are not generally entitled to the preferential treatment accorded to LICs yet they still require support to achieve SDGs 1 and 2 within sections of their communities (particularly indigenous groups). A number of MICs are Small Island States (SIDs) which endure existential threats from severe and continuous climate shocks. Many of them are also saddled with high Debt-GDP ratios which impede their access to concessional financing. As President, I would endeavour to lead IFAD in devising new flexible strategies to assist these states access appropriate financing, including climate financing to enhance their rural agriculture adaptation measures.

Finally, IFAD's relationships with LICs and MICs must bear dividends terms in inclusive development and social justice. I am strongly supportive of IFAD's decision to integrate the plight of women, youth, the disabled and indigenous people into its cluster of programs and initiatives as overarching cross-cutting issues. As President I would continue this policy but would also focus attention on aging demographic in rural communities who sometimes form the bulk of poor small-scale rural farmers.

अजय सेठ, भा.प्र.से.
सचिव
Ajay Seth, IAS
Secretary



सत्यमेव जयते



आज़ादी का
अमृत महोत्सव

भारत सरकार
वित्त मंत्रालय
आर्थिक कार्य विभाग

Government of India
Ministry of Finance
Department of Economic Affairs

D. O. 10/5/2016-FB.VII

May 5, 2022

Dear Sir,

I am writing to you with regard to the forthcoming election of the President of International Fund for Agricultural Development (IFAD). In my capacity as the IFAD Governor for the Republic of India, I am pleased to inform you that the Government of India has nominated **Dr. Shobhana Kumar Pattanayak** for the post of President of IFAD.

2. Dr. Pattanayak has the distinction of holding a doctorate in Food Security, a lifetime of hands-on work in development (especially work related to agricultural and rural transformation) in India; and considerable experience with the Rome-based international agencies as well. He headed the Department of Agriculture Cooperation and Farmers' Welfare, Ministry of Agriculture, Government of India. He has contributed extensively to policy initiatives in international organizations like Food and Agriculture Organization (FAO), World Food Programme (WFP) and International Fund for Agriculture Development (IFAD) in different capacities.

3. His professional success, competencies, management and human qualities, rectitude, in-depth knowledge of international agricultural development issues, together with an exceptional capacity for work, equip him with the qualities needed to take the helm at IFAD with excellence – and to uphold a standard of governance in keeping with IFAD's mission.

4. In view of the above, I would be grateful if you could kindly take nomination of Dr. Shobhana Kumar Pattanayak into consideration and follow it up accordingly. Enclosed with this letter, please find attached his curriculum vitae and written responses to the questions shared by the IFAD.

5. Please accept the assurances of my highest consideration.

Yours sincerely,

(Ajay Seth)

Mr. Luis Jimenez-McInnis
Secretary
International Fund for Agricultural Development
Via Paolo di Dono, 44
00142 Roma, ITALY.

Encl: As above

CURRICULUM VITAE



Dr. Shobhana Kumar Pattanayak
Former Secretary, Department of Agriculture, Cooperation
and Farmers' Welfare
Ministry of Agriculture,
Government of India
New Delhi, INDIA

PERSONAL DATA

Date of Birth	September 23, 1958
Marital Status	Married
Phone	+ 91 9480813891
Email	shobhanpattanayak@gmail.com

EDUCATION AND TRAINING

Educational Qualification

- PhD in the field of Food Security. Thesis was titled “Policy Options for a Food Secure World-International Experience and its relevance for Developing Countries including India” (2016).
- Diploma (CIAP) from Ecole Nationale d' administration (ENA) Paris, France and specialized in Public Finance (2004).
- Certificate course in French Language from Cavilam, University of Clermont-Ferrand, Vichy, France (2003).
- Post Graduate Diploma in Environment Law from National Law School of India University, Bangalore, India (2002).
- Masters in Science (Hons.) in Biological Sciences from Birla Institute of Technology & Science, Pilani, India (1979).

Languages Known

- English: Fluent with excellent reading, writing and speaking skills
- French: Spoken with modest reading and writing skills
- Indian languages: Fluent in Hindi, Kannada, Odia and modest in Bengali (spoken in Bangladesh also)

PROFESSIONAL PROFILE

Leadership

Handled a wide variety of assignments as a civil servant at the grassroots, sub-national, national and international levels, being entrusted with increasing responsibility in a career of over thirty-six years of service in India. Having considerable experience in contributing to policy level interventions in international organizations like **Food and Agriculture Organization (FAO), World Food Programme (WFP) and International Fund for Agriculture Development (IFAD)** in different capacities. Provided strategic, operational and financial leadership to national /state level institutions with sizeable human, financial and material resources that targeted and achieved poverty reduction, agriculture development and improved quality of life for the rural poor in India. Substantial experience in resource mobilization, grant and loan management and partnership building with international development agencies, governments, NGOs, private sector and research institutions. In-depth familiarity with the United Nations system, international financial institutions, multilateral and bilateral development institutions, Governments and sub-national institutions. Established, nurtured, mentored, guided and led multi-disciplinary teams in diversified and complex local and global environments. Held several senior leadership positions within the Government of India including the senior-most post of Secretary, Department of Agriculture, Cooperation & Farmers' Welfare, India.

Development

As Secretary of the Department of Agriculture, Cooperation and Farmers Welfare, India developed a new strategic framework and vision for **“Doubling of Farmers Income”** and as a part of this vision, many new initiatives like Soil Health Cards, Affordable Crop insurance Scheme, Electronic National Agriculture Market (an electronic platform for price discovery and trading), blueprint for ‘Pulses Revolution’ were successfully launched in coordination with State Governments/ organizations, various collaborators and publicly and privately funded scientific organizations. Vast experience in the administration of schemes in the field of agriculture, horticulture, fisheries, watershed development, natural resource management, ecology and environment, socio- economic development of tribal and vulnerable communities, implementation of social sector schemes and creation of rural infrastructure. Rich and robust track record in development administration, particularly in the field of agriculture.

Technical

Experience in the design and management of portfolio projects covering several disciplines. Provided substantive technical inputs to multi-sectoral poverty alleviation and rural development projects with focus on community development, food security, watershed development, agricultural diversification and intensification, particularly in rain-fed and dryland areas, carrying out agrarian reforms, social mobilization and organization of women and vulnerable populations into self-help groups for micro credit and empowerment. Strong advocacy within the Government for mainstreaming pro-poor policies, governance reforms, institutional and individual capacity strengthening.

PROFESSIONAL EXPERIENCE

Secretary
Department of Agriculture
Cooperation and Farmers' Welfare,
Ministry of Agriculture, New-Delhi, India

February 2016 – September 2018
New-Delhi

Head of the Department and Principal Adviser to the National Government on all matters of policy and administration in the field of agriculture in India. Responsible for the formulation and implementation of national policies and programs aimed at achieving rapid agricultural growth through optimum utilization of the country's land, water, soil and natural resources to secure the lives and livelihoods of the small holder farmers and for ensuring the food security of the country. Provided strategic, operational and financial leadership to national and state governments/institutions that targeted the rural poor for achieving poverty reduction, agriculture development, improved income and quality of life.

- Member of the Governing Board & Audit Committee of International Crop Research Institute for the Semi-Arid Tropics (ICRISAT) at Hyderabad during this period.
- Member of the Governing Board of Indian Council of Agricultural Research (ICAR).
- Played a pivotal role in facilitating the setting up of Regional Research Centre of International Rice Research Institute (IRRI), Philippines at Varanasi, Uttar Pradesh, India.
- Chairman of Executive Council and Vice President of the General Council of National Institute of Agriculture Extension Management (MANAGE), Hyderabad.
- Chairman of the Executive Committee of National Institute of Agriculture Marketing (NIAM), Jaipur.
- Chairman of Managing Committee of National Horticulture Board, Gurgaon.

Additional Chief Secretary
Home Department
Government of Karnataka, India

July 2013 – January 2016
Bengaluru

Guided the policies of the Government and was responsible for overseeing the functioning of Home Department including internal security, maintenance of law and order, prevention and detection of crime including offences against women, children and vulnerable groups.

Principal Secretary
Energy Department
Government of Karnataka, Bengaluru, India

January 2013 – June 2013
Bengaluru

Responsible for uninterrupted power supply to various stakeholders including the farm sector by coordinating with power generating companies (hydro, thermal, solar and wind), transmission and distribution companies. Guided policy decisions of the Government in the energy sector.

Minister (Agriculture)

November 2009 – December 2012

Embassy of India, Rome, Italy

Rome

& Alternate Permanent Representative of India to UN Food and Agriculture Organization (FAO), World Food Programme (WFP) & International Fund for Agriculture Development (IFAD) in Rome

Actively participated in formulation, implementation and oversight of policy and activities of FAO, WFP and IFAD during this period. Led and coordinated efforts of diverse teams from these organizations in different capacities as Head of delegation of Evaluation Committee, IFAD for the field visit to Brazil (2011) and Ghana (2012), Head of delegation of WFP Executive Board for the field visit to Bangladesh (2011) and Colombia (2012) and as Member, WFP Executive Board delegation to the Joint Executive Board and Bureaux meeting at the UN hqrs, New York (2012).

Broad ranging engagement in governance of the three UN agricultural agencies at Rome by providing functional guidance by way of membership and leadership of important governing bodies of all the three organizations, focusing in particular at FAO on organizational transformation, review of strategic direction and efforts for effective decentralization. Position held by me in the three Rome based UN Agencies are as follows:

- **Chairperson of Committee on Agriculture, FAO (2010-2012), Rome**
- **Member of the Finance Committee, FAO (2009-2011 & 2011-2013), Rome**
- **Member of the FAO Council (2011-2014)**
- **President of Executive Board, WFP (2012), Rome**
- **Member of Executive Board, WFP, Rome**
- **Chairperson of Evaluation Committee, IFAD (2011-2012), Rome**
- **Member of Executive Board, IFAD (2009 -2012), Rome**
- **Member of the Working Group on Blend Terms, IFAD (2012), Rome**
- **Member of the Search Panel for the selection of Director, Independent Office of Evaluation, IFAD, Rome**
- **Represented India at the World Food Summit, 2009**

Mission Director

November 2005 - October 2009

National Horticulture Mission

Ministry of Agriculture, New-Delhi, India

Head of the National Horticulture Mission in India at the national level and engaged in formulation of policies and implementation of programs.

Responsible for diversification of the traditional agricultural sector by promoting horticulture (fruits, vegetables, plantation crops, medicinal and aromatic plants, flowers, apiculture, etc.) and high value crops, infusing latest technology, providing market infrastructure and linkage, containing post-harvest losses, and promoting water use efficiency in agriculture.

Allocation of resources for desirable outcomes and timely delivery, preparation, execution and monitoring of budgets at the national level for the holistic development of horticulture sector.

**Chairman
Bangalore Water Supply and Sewerage Board
Bangaluru, India**

**September 2004 – October 2005
Bangaluru**

Responsible for catering to the drinking water needs and sewerage facilities of Bangalore (India), a city of around 8 million population.

Formulation of long-term policy for meeting water and sanitation demand of a growing city like Bangalore.

Successfully negotiated a JBIC loan of US\$ 600 million for water supply and another US\$ 200 million from World Bank for sewerage facilities.

**Excise Commissioner
Government of Karnataka
Bangaluru, India**

**March 2000 - September 2003
Bangaluru**

Responsible for raising excise revenue resources and augmenting the financial resources of the State Government of Karnataka (population of 52 million) by improved an efficient compliance of tax laws.

Tendered policy advisory support for efficient tax administration & sustainable resource mobilization.

During my tenure spanning three years, annual revenue collection doubled from US\$ 200 million to US\$ 400 million.

**Secretary to Government
of Karnataka, India in the
Department of Ecology &
Environment**

**May 1998 - March 2000
Bangaluru**

Responsible for implementation of measures for sustainable development in accordance with Agenda 21 and International Conventions.

Also, implemented environmental projects assisted by NORAD & GTZ, especially relating to restoration of dying lakes, reforestation of barren landmasses & development of pico-hydel projects.

Supervision of and oversight of environmental agency tasked with the compliance of environmental standards and pollution control norms.

**Director of Watershed Development
and Director of Horticulture
Government of Karnataka
Bengaluru, India**

**May 1997 – May 1998
Bengaluru**

Promotion of horticulture in Karnataka, India, a State of 61 million people.

Implementation of watershed techniques for promotion of soil & water conservation measures in a sustainable manner for increasing agricultural production in the dryland areas of Karnataka with external assistance from Swiss Development Corporation, KFW, Germany and DFID, UK.

**Deputy Commissioner
Uttar Kannada District,
Karwar, Karnataka State**

**May 1994 – May 1997
Karwar**

District Head of Land and Revenue Administration and also responsible for implementation of rural development schemes focusing on poverty alleviation and correction of economic and gender disadvantage at the district level.

Responsible for planning, implementation, supportive supervision and monitoring of programmes for sustainable development of the district encompassing agrarian reforms, titling and tenure security, natural resource management, agricultural intensification and diversification, horticulture and sericulture development, delineation of forest boundaries, livelihood support, rural employment, infrastructure development especially access roads, irrigation, on-farm water management, power connection to isolated villages, universal education, disease prevention, reproductive and child health services, nutritional support, drinking water, sanitation and housing, marketing of non timber forest produce, protection of civil rights and guarantees to tribal people, especially women and strengthening of grass-root level institutions.

Responsible for relief and rehabilitation of displaced people due to large scale acquisition of land (power projects, ports and other infrastructure) and natural disasters (floods, cyclone, etc.)

**Registrar
University of Mysore, India**

**March 1993 - April 1994
Mysore**

Head of Administration of one of the oldest universities of India, established in 1916.

Responsible for timely award of academic degrees/ post graduate degree and PhD to scholars and students in the field of humanities, sciences, medicine, engineering, law and other disciplines.

**Deputy Commissioner &
Administrator of Zilla Panchayat (Local Self-Government)
Kodagu District, Karnataka, India**

**March 1991 - March 1993
Madikeri**

Head of land and revenue administration of the district. Also responsible for implementation of development administration including agriculture & rural development, poverty alleviation, gender sensitive and public welfare schemes.

Responsible for planning, coordination and monitoring of programs, projects and activities relating to land reforms, land survey and settlement, management of common property resources, efficient management of public distribution system, maintenance of law and order and carrying out administrative reforms.

**Secretary, Paradip Port Trust
Paradip, Odisha, India**

**September 1988 - February 1991
Paradip**

Head of Administration of a major port employing approximately 5000 personnel, located on the east coast of India handling approx. 8 million tons of cargo (iron ore, coal, limestone, marine products and food grains) annually.

Responsible for human resource management, industrial relations, legal, security and liaisoning with governmental authorities.

**Director of Fisheries
Karnataka State, India**

**August 1987 - September 1988
Bengaluru**

Responsible for sustainable development of Fishery sector of Karnataka (both inland & marine) having a coastline of 300 km. and 0.61 million hectares of inland water bodies.

Implementation of externally aided Indo-Danish Marine Fisheries Project and World Bank aided Reservoir fisheries project.

**Project Director
District Rural Development Society
Raichur, Karnataka, India**

**March 1986 - August 1987
Raichur**

Responsible for implementation of poverty alleviation and rural development projects at the district (grass-root) level.

**Assistant Commissioner
Kundapur Sub-division, Karnataka, India**

**September 1984 - March 1986
Kundapur**

Head of the administrative sub-unit of a district. Responsible for land acquisition, conferment of land tenure, land administration and general development of the sub-district.

PARTICIPATION IN MEETINGS OR ACTIVITIES OF THE UNITED NATIONS AND ITS SPECIALIZED AGENCIES

2009

- Represented India at the World Food Summit in Rome.
- Member of the Indian delegation at the FAO Council in November 2009.
- Member of the Evaluation Committee of IFAD and participated in the field visit to India in December 2009.
- Elected as member of the Finance Committee, FAO (2009-2011).
- Represented India at the WFP Executive Board meeting in November 2009.

2010

- Represented India at all FAO Council meetings.
- Represented India at all the Executive Board Sessions of the World Food Programme (WFP).
- Represented India at all the IFAD Board meetings.
- As member of the Evaluation Committee, IFAD, participated in the field visit to Mozambique.
- Represented India at the FAO Regional Conference for Asia and the Pacific in Gyeongju, Rep. of Korea.
- Represented India at the Committee on Agriculture and Committee on Commodity Problems, FAO.
- Participated in all the meetings of the Finance Committee, FAO.
- Participated in all the meetings of the Evaluation Committee of IFAD.

2011

- Represented India at all FAO Council meetings.
- Represented India at all the Executive Board Sessions of the World Food Programme (WFP).
- Represented India at all the IFAD Board meetings.
- As Chairperson of the Evaluation Committee, IFAD, participated in the field visit to Brazil.
- Participated in all the meetings of the Finance Committee, FAO.
- Participated in all the meetings of the Evaluation Committee of IFAD.
- Elected as member of the Bureau of WFP Executive Board.
- As member of the WFP Executive Board Bureau, participated in the field visit to Bangladesh.
- Participated in the Replenishment Consultations of IFAD.
- Participated as representative of India at the G20 meeting held in Paris in March.

2012

- As member of the WFP Executive Board Bureau, participated in the Joint Executive Board and Bureaux Meeting at UN Headquarters in New York in January.
- Head of delegation of India at the FAO Regional Conference for Asia and the Pacific held in Hanoi, Vietnam.
- Elected as President of the WFP Executive Board for 2012.
- Head of the delegation of the Evaluation Committee of IFAD for the field visit to Ghana from June 24-30, 2012.
- Head of the delegation of WFP Executive Board for the field visit to Colombia from September 5-13, 2012.

TRAINING PROGRAMMES ATTENDED

- Mid-Career Programme at JFK School of Governance, Harvard and LBS National Academy of Administration, Mussoorie, India (2010).
- Management of Environment and Natural Resources at IILM Institute for Integrated Learning in Management, New Delhi (2009).
- Administrative Law at National Law School of India University, Bangalore (2007).
- WTO & the New Trade Regime at Indian Institute of Foreign Trade, New Delhi (2002).
- General Management Programme at Indian Institute of Management, Calcutta (1997).
- Re-structuring of India's Economy - Implications - at Indian Institute of Management, Bangalore (1996).
- Restructuring India's Economy - its implication at Administrative Staff College of India, Hyderabad (1994).
- Rural Development Programme at Dr. MCR HRD Institute of Andhra Pradesh, Hyderabad (1991).
- Refresher Course on Management Accounting at Indian Institute of Management, Bangalore (1990).
- Development Banking & Institutional Credit Course at National Institute of Bank Management, Pune (1989).
- Agriculture and Rural Development at Indian Institute of Management, Lucknow (1988).

PAPERS PUBLISHED

- Co-authored a book titled “Traditional Practices and Climate Change” 2014 published by Lambert Academic Publishing. ISBN-978-3-659-20975-8
- “Evaluation of vertical and horizontal influences and their impact on environment change policies in India: A case study of two sectors - Pollution Control and Watershed Management” – poster presentation in Berlin Conference on the Human dimensions of global environmental change held in 2002 at Potsdam, Germany.
- “Possible enhanced conflict situations on account of climate change and water sharing: A case study of three states of India” 2004 Proceedings of International Workshop on Human Security and Climate Change organized by Centre for International Climate and Environmental Research, Oslo, 21-23 June 2005.
- Institutions and Compensation for Ecosystem Services: A critical evaluation of sub-continent (India) scenario 2006: Earth System Science Partnership Open Science Congress, Beijing - poster presentation.
- “From Millennium to Sustainable Development Goals and need for institutional restructuring(co-authored) 2015 Current Science, Vol. 108, No 6, 2015

Dr Shobhana Kumar Pattanayak

Question 1

Why do your qualifications and experiences make you a suitable candidate and what values would guide you as the President of IFAD? Describe also your management style, how you would work with your ideal senior management team and ensure a good work environment within the organization.

Today the world needs comprehensive and novel solutions for its problems of food security and nutrition, income inequality, extreme poverty and fragilities. This makes a compelling case for international organizations such as IFAD to become the provider of economic opportunities to rural populations through their lean operational structure and agility, deep knowledge of rural communities and particular emphasis on marginalized population groups.

Keeping these prospects in mind, I aspire to lead the Fund by building on its exceptionally positive reputation as the global leader in rural poverty eradication through sustainable agriculture and rural transformation. In order to fulfill this ambition, I intend to lead the organization towards the path of innovative financing and continued operational effectiveness.

I have more than 35 years of hands-on experience of working at the local, national and international levels on issues related to sustainable and inclusive rural transformation, with a focus on smallholder agriculture development. Having served as the President of Executive Board of World Food Programme (WFP), Secretary of the Federal Ministry of Agriculture and Farmer's Welfare in the Government of India and as a member of the IFAD Executive Board, I am now deeply familiar with opportunities and challenges faced by the rural poor and the important role IFAD has to play in supporting such communities to improve their food security, nutritional levels and incomes - in the broader context of climate change. As President of IFAD, I will be guided by the values of **"leaving no one behind"** and ensuring access to food as a basic human right across all regions and communities.

My management style revolves around providing intellectual and strategic leadership and direction, while at the same time empowering and delegating authority to translate my vision into

time-bound actions. It involves building partnership with all key stakeholders to realize common goals. In the IFAD context, this would require strong co-operation, dialogue and coordination with Member State representatives, in particular with the Executive Board and other Governing Bodies. Without neglecting other important factors, my management style shall pay deepest attention to evidence and merit-based decision-making.

Working with my senior management team would entail creating an atmosphere for free and frank expression of views, alternative approaches and for challenging status quo with a view to re-validating or updating them as well as fostering a culture of collegiality and accountability.

A good working environment is critical for success, which will need to take into context the fact that just less than 50% of the organization's workforce are stationed in decentralized offices. One of the central ingredients to building such an environment would be ensuring appropriate work-life balance across the organization, with a focus on reciprocal respect, transparency in decision-making, a drive for results, and professionalism.

Having served on the governing bodies of all the three Rome Based Agencies, I have developed skills to **build, bond, develop and expand relationships** among various stakeholders in a multicultural environment and it has provided me opportunities to exercise my ability to **resolve conflicts and build consensus** among them.

Question 2

What are the lessons you have learnt related to strategic thinking and in formulating development strategies and plans, and how will you use them to advance IFAD's mission?

Having also served as Chairman of the Evaluation Committee and the member of the IFAD Executive Board, I have come to appreciate the importance of thoroughly internalizing lessons from the past for improving developmental effectiveness.

A fundamental lesson specifically related to strategic thinking is to build on international good practices and foster innovation. In formulating development strategies and plans, a key consideration is to ensure that such strategies and plans are context specific, properly customized to the prevailing policy and institutional environment, and that their goals and strategic objectives are realistic and achievable. They should be underpinned by a robust theory of change, time-frames

and the resources needed to achieve them clearly defined. Moreover, it is important to devote special attention to the implementation of the stipulated policies and strategies. Generally, even though policies are well-formulated and approved on paper, their on-ground timely implementation and administration is absent. It is also fundamental that strategies and plans have a coherent results management framework with key performance indicators that can be easily monitored and evaluated. Regular reporting is fundamental to make mid-course adjustments, to ensure desired outcomes and impacts can be achieved at the end.

In advancing IFAD's mission, strategic thinking and the formulation of strategies and plans should start with a thorough analysis and documentation of past lessons. They should be proactively operationalized in design and implementation, which requires strengthened *ex-ante* quality assurance methods and systems. It is also necessary to complement these activities with a wider country programme approach through enhancement of non-lending activities of IFAD, including policy engagement and knowledge management that would help in increasing the volume of South-South exchanges, spurring innovation, and promoting investments in rural areas and in uplifting rural people.

Question 3

What is your vision for IFAD? How would you strengthen its role and effectiveness as part of the international aid architecture, particularly in the context of COVID-19, economic shocks, climate change and biodiversity erosion? And in contributing to achieving the Sustainable Development Goals by 2030, especially the elimination of hunger, malnutrition and poverty, including in the most fragile contexts?

If I am elected to be the President of IFAD, my vision for IFAD will be oriented towards increasing its impact and effectiveness, which would entail enhanced focus and attention for delivering quality programmes and activities that could achieve sustainable results on the ground and better value for money. Central to my vision are improvements in smallholder agricultural production and productivity in rural areas, with a sharp focus on transforming the lives of poor rural particularly disadvantaged groups such as women, indigenous peoples, ethnic minorities, pastoralists, people with disabilities, rural youth and others. In this regard, strengthening community-based agriculture entrepreneurship or micro-management practices will help

increasing the business acumen of small farmers, who seek to eliminate their vulnerabilities related to bad crop years and other risks.

Strengthening IFAD's role and effectiveness in the international community requires - in my opinion - a conscious and collective effort to streamline and focus on its core mandate, as stipulated in the Agreement Establishing IFAD.

I have worked on several projects in India, which is known as the power-house of agricultural activity and has a large number of complex agro-climatic situations. I have realized that understanding the intricacies and delineation of agro-climatic zones (based on soil, water, rainfall, temperature, etc.) is the first essential step towards policy formulation. Thus, in order to maximize agricultural production from the available resources and prevailing climatic conditions, need-based and location specific technologies are required to be generated.

Given the evolution in the international landscape since the establishment of IFAD in the 1970s, and taking into account the Agreement Establishing IFAD, I would like to see IFAD focus in areas of its core capabilities, track record and specialization. This includes, *inter-alia*, a narrower focus on investments in climate-smart technological advancements for improved productivity, leveraging digital technologies in rural areas, strengthening financial inclusion and facilitating access to capital, promotion of last-mile small rural infrastructure, access to input and output markets, and capacity building of local institutions including community-based organizations and NGOs.

Partnerships will play an important role, with the UN system at large, especially with the Rome Based Agencies (RBAs), ensuring complementarity of action at all levels. Partnerships with international and regional financial institutions will be essential to mobilize co-financing and co-ordination of intervention for better results at the country and regional levels, and greater attention will also be required to private sector development and engagement in rural transformation. Although IFAD has recently introduced a dedicated private sector programme with non-sovereign operations, this would need to be scaled up and better integrated into wider country programme approaches.

While all 17 SDGs are interconnected and considering its mandate, IFAD will need to focus on a narrower set of SDGs, especially SDGs 1 and 2. The SDGs should provide the overarching

framework for IFAD policies, strategies and actions, especially at the country level. Given IFAD's resource-base is relatively limited, it would need to also focus on advocacy and policy work to ensure greater amounts of international and domestic resources are invested in support of SDGs 1 and 2.

With specific regard to fragile contexts, thorough fragility analysis should underpin IFAD interventions, and programme designs need to avoid complexity to ensure successful implementation and outcomes. Given my first-hand experience of working in several conflict affected areas in India, including states affected by left-wing insurgencies, I am able to better interpret the challenges of the current geo-political situation. Innovative institutional arrangements will be required, especially in those situations with limited Government capacities and outreach. This could involve partnership with development organizations (e.g., WFP) that have humanitarian mandates and are better prepared for implementation in conflict-affected situations, without IFAD getting involved in humanitarian work. New initiatives like Crisis Response Initiative (CRI) will specifically mitigate the crisis of poor countries facing economic shocks, war, climate change etc., and need to be strengthened.

Question 4

As President, how would you ensure IFAD's continued financial sustainability and mobilization of more resources (particularly to the poorest countries and in light of economic constraints), to allow IFAD to fulfil its mission and exert its comparative advantages? How could IFAD further strengthen its cooperation with low- and middle-income countries?

IFAD's financial sustainability and resource mobilization is critical to ensuring the Fund can deliver on its mandate and contribute to the SDGs. There are three key elements that I would focus on, as a way also to strengthen cooperation with low and middle-income countries. These include:

- (i) Focus on mobilization of core resources through periodic replenishment consultations. In spite of economic constraints in its member states, core resources need to remain the bedrock of IFAD's financial base. In addition to the voluminous resources provided by traditional donors, there are untapped potential for mobilizing resources from emerging economies. This will however require deeper attention to partnerships and cooperation across the three Lists (A, B and C) of IFAD member states and a more succinct vision

and policy priorities for the organization, agreed during each replenishment round. It will also require reform in IFAD's governance architecture, so that each List has adequate opportunities to contribute to the Fund's policy setting and oversight. While governance reform of any multilateral organization is a major challenge, after more than 40 years of existence and with the changing global architecture since the 1970s, the next IFAD President would need reconsider IFAD's governance to ensure the Fund's continued relevance and effectiveness.

- (ii) IFAD has ample opportunity to mobilize additional funding for programmes as co-financing from other development organizations, in particular the World Bank and regional development banks. Apart from the traditional players (e.g., AfDB, AsDB, IDB and World Bank) with whom IFAD has partnered in the past, the AIIB, EBRD, EIB, NDB and others are new (relatively recently established) development banks that have enormous amounts of financial resources, which so far have largely remained untapped by IFAD. There are also other development financial institutions that offer opportunities for co-financing, but have not yet formed an integral part of IFAD's co-financing strategy (e.g., Fonplata in Latin America, Black Sea Trade and Development Bank, and several others). A strategy that favors greater co-financing – including from the private sector - would allow IFAD to expand its overall programme of work and help scaling up of successful pilots for better results on the SDGs. Similar initiatives can be initiated with Global Environment Facility (GEF), Green Climate Fund (GCF) and Adaptation Fund (AF) to leverage global climate funds to address issue of climate change and biodiversity erosion. South-South Cooperation and Triangular Cooperation can be explored in a robust manner with active involvement of member states.

- (iii) Borrowing from sovereign sources is a reality. IFAD has been successful in mobilizing loans from governments and other government-related institutions. This should continue to be part of IFAD's resource mobilization strategy in the future. I would pursue dialogue with member states around eventual borrowing from non-sovereign

sources. But any such borrowing should not be at the expense of moving IFAD away from its core mandate and focus, as articulated in the Agreement Establishing IFAD.

- (iv) Safeguarding of IFAD's financial sustainability calls for a deeper assessment of the Debt Sustainability Framework (DSF). Even though it is understandable that IFAD's support is critical for countries in debt distress, however, it has become a huge burden on IFAD's resource base. I believe we must explore alternative ways and innovative instruments of providing relief to these countries without compromising IFAD's financial sustainability.

Overall, the expertise I gained in working with national and international organizations, combined with my active years of involvement in IFAD previously, will come in handy towards successfully achieving a mutually benefitting position for establishing programs, partnering with various financial institutions and financial regulation of complex policies. I aspire to ensure that all member states benefit equally and satisfactorily of IFAD's resource disbursements as well as agriculture and rural development programs.