***Yasser Ejbara*** ***PMO / Strategy Head*** | ***Portfolio / Program Director***



***Innovative, Strategic Thinker and Decisive Leader Mobile: +971506244925• Dubai, United Arab Emirates***

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***Personal Information***

**Nationality** Jordanian | **Gender** Male | **Visa Status** UAE Employment Visa | **Driving License** Valid UAE License

***Targeted Role***

**PMO Head** | **|** **Portfolio/Program Director** | **Strategic Planning Head / Advisor**

***Summary***

Motivated and results-focused senior executive with more than 23 years management experience of sustained achievement, vision, and leadership, driving PMO and program management for high-end, large scale and complex initiatives and operations across the MEA region.

Proven knowhow in PMO, professional services, strategic plans and KPIs, operation plans, excellence, and performance evaluations across a variety of industries, including Government & Semi-Government, Education, Real Estate, Digital / Information Technology, Telecommunications, Construction / Infrastructure, Ports / Marine, Business Groups, Management Consulting, Insurance, and Health Care. Demonstrated ability to catalyze lucrative results while complying with budget and time constraints. Well-established as a visionary leader with a career-long track record of organizational growth and professional excellence.

* More than 20 years’ experience of which +18 years in managing PMO / portfolios / programs / projects, strategic planning, and business performance management.
* Multi domain knowledge education, Smart & Semi Governments, Consultancy, Telecom, Information Technology, Healthcare, Insurance, Construction, and others
* Extensive PMO & strategic planning experiences
* Established and managed complex PMO / portfolios / programs / projects (Budget size range from thousands to hundreds of millions AED)
* Setup & managed corporate / enterprise strategic plans as well as departmental strategies and roadmaps / operation plans / tactics
* Established and managed different types of PMO (i.e. strategic / enterprise / corporate / central PMO, Center of excellence PMO, Controlling and directive PMO, departmental PMO, Project office PMO)
* PMO & strategic planning functions automation (PPM)
* Managed PMO across strategic, tactical & operational functions & services
* Solid cross functional & stakeholders management at many levels (i.e. Board of directors, General managers, VP, Directors, Senior managers, vendors …etc)
* Demonstrated ability to catalyze lucrative results while complying with budget and time constraints
* Worked for multinational and local companies
* Trained & certified across Prince2, Agile Scrum, MoR (Risk Management / Management of Risks certified), P3O (Portfolio, Program and Project Offices) / PMO , six sigma & PMP
* Extensive experience in middle east market and delivery of complex and large mega / strategic portfolios and programs
* Extensive knowledge in managing the full cycle related to strategic planning and road maps, portfolios setup and management, strategy integration, selection & prioritization, pre-programs / projects work management, program / project management and post -project works / operations (Benefits realization) along with business performance management across all

***Key Achievements***

|  |
| --- |
| * Developed and managed strategic plans including goals, pillars, KPI / key results
 |
| * Developed and managed balanced scorecards
 | * Managed strategy execution & operation plans
 |
| * Conducted initiatives prioritization, selection, return on investments & benefits / value realization
 |
| * Setup, restructured & managed strategic / enterprise & tactical PMO
 |
| * Developed and managed governance, frameworks, and operating models
 |
| * Developed and managed strategic roadmaps & changes
 | * Strategy & PMO performance tracking & reporting
 |
| * Delivered complex and large strategic portfolio, programs, and projects
 |
| * Managed implementation of PPM & SPM systems implementation
 |

***Key Management & Technical Skills***

|  |  |
| --- | --- |
| * Strategic planning & strategy execution
 | * Organization, prioritization & selection
 |
| * Enterprise / Strategic PMO setup & management
 | * Execution / Department PMO setup management
 |
| * Change management
 | * Cross-functional leadership
 |
| * Portfolio management
 | * Strategic & none-strategic program & project management
 |
| * Roadmap development and management
 | * Communication management
 |
| * Performance management
 | * Resources management
 |
| * Risk management
 | * Stakeholders’ management
 |
| * Team building & management
 | * Problem solving
 |
| * Leadership
 | * Compliance, quality assurance & control (Auditing)
 |
| * Planning, reporting & analysis
 | * Strategic portfolio management & PPM systems
 |
| * Budgeting & forecasting
 | * Details & results oriented
 |
| * Conflict management
 | * Strong analytical skills
 |
| * Business planning
 | * Governance development and management
 |
| * Business transformation
 | * Executive management
 |
| * Operation management
 | * Operational excellence
 |
| * Relationship building and management
 | * Process improvement
 |
| * Time management
 | * Collaboration
 |
| * Delivery management
 | * Program management
 |
| * Project management
 | * Innovation
 |
| * Coaching and mentoring
 | * Vendor management
 |
| * Facilitation & coordination
 | * Consultancy & advisory
 |
| * Documentation
 | * Resources allocation
 |
| * Financial management
 | * Conflict management
 |
| * Contract & procurement management
 | * Assessment & evaluation
 |
| * Delegation
 | * Negotiation
 |
| * Interpersonal & presentation
 | * Decision making
 |
| * Critical thinking
 | * Cost / benefits analysis / return on investment
 |
| * Balanced scorecards
 | * Strategic initiatives
 |
| * Waterfall / Agile & adaptive/hybrid
 | * Strategic Vision
 |

***Key Competencies***

|  |  |  |
| --- | --- | --- |
| * Visionary Leadership
* Executive Expertise
* Strategic Orientation
* Business results-Driven Focus
* Organizational
* Strategic planning
 | * Outstanding Deliverability Mindset
* Initiator
* Effective Communicator and Interpersonal
* PMO / Portfolio Program / Project / Delivery Management
 | * Proven Team Builder
* Excellent Planner & Organizer
* Problem Solver
* Detail-Oriented Thinker
* ICT Management
* Performance Management
 |

***Key Initiatives / Programs / Projects***

|  |  |
| --- | --- |
| * Fednet Initiative (network for government entities), *Value: 250 m****illion AED ($68 millions)***
* **Smart/**Mobile Government Initiative, *Value: 200 million AED ($54 millions)*
* Smart Learning Program Initiative,*Value: 1 billion AED ($270 millions)*
* DIFC – Daman Tower Initiative, *Value: 50 million AED ($13 millions)*
 | * Abu Dhabi Education Council (ADEC) Initiative,*Value: 100 million AED ($27 millions)*
* Dubai Mall Initiative,*Value: 150 million AED ($40 millions)*
* Other varied ICT and non-ICT initiatives,*Value: over 600 million AED*
* *STC Datacenters & facilities, Valued 1.6 billion SAR,*
 |

***Areas of Expertise***

**Project/Program Management Office (PMO)**

|  |  |
| --- | --- |
| * Established, Planned, organized and implemented successful PMO from scratch and provided seasoned staff leadership
* Integration management
* Effectively managed portfolios, programs and projects
* Created proven and precise governance model
* Conducted well-attended awareness seminars and informative orientation sessions for senior leaders, sponsors and initiative management
* Integrated all strategic goals, KPIs, operation plan development, monitoring and control initiatives
* Ensured all related initiatives, operations and services properly aligned with strategy
* Demanded sufficient and effective management, prioritization and selection
* Conducted periodic and necessary QA/QC and reported recommended corrective action to stakeholders
* Quality Management
* Manage / mitigate project risks and challenges (Risk Management)
* Effectively managed scope (Scope Management)
* Effectively managed projects time / schedule (Time management)
* Assigned team activities and monitored performance
* Successfully built and managed effective teams
* Accurately assessed, planned, and managed resources
* Closely managed pre-sales activities
* Thoroughly planned programs and projects
* Effectively managed project communications (Communication Management)
* Successfully negotiated with and supervised vendors
* Developed and released RFP and/or tenders
* Created efficient business processes and/or workflows
* Provided swift and thorough end-to-end delivery
* Gathered requirements and conducted business analysis
* Executed effective QS assignments
* Executed handovers to clients and/or service owners
* Conducted lucrative business development
* Standardized project processes and documentation
* Thoroughly conducted documentation processes
* Managed internal and external stakeholders, including PMs, directors, VPs, and GM, as well as international institutions, government entities and vendors
* Built and implemented formal management processes based on best-practices but tailored to organizational structure
* Benefit & value realization
* Facilitated invitations, communications, agreements and top worldwide technology leaders
* Service delivery management
* Key projects / strategic initiatives management
* Lead team functional and performance
* Partnership with global vendors
* Portfolios / Programs / projects collaborations
* Resources recruitment
* Budget planning / forecasting, monitoring and control including deviation and continuous alignments and reporting
* Ensured projects and change activities alignment to strategy
* Develop and manage KPI for demand management
* Sales and marketing coordination
 | * Successfully and efficiently led corporate program management office (PMO)
* Spearheaded project initiation, planning, execution, monitoring, control and close-out
* Developed precise methodology and/or guidelines (Waterfall & Agile)
* Built a multifaceted project management culture
* Directed portfolios, programs, projects, service progress monitoring and control, as well as regular reporting to senior stakeholders
* Validated functions, performed audits and ensure requirement compliance
* Executed thorough SWOT, business case and return-on-investment analyses
* Advised stakeholders during initiatives management
* Automated portfolio and project management
* Managed costs and expenditures (Cost Management)
* Planned and directed forecasting
* Took care of sales and operations handovers
* Set up CTC and EAC across managed projects
* Coached and mentored team and clients
* Creates and maintains a teamwork environment
* Created deliver plan
* Provided ongoing leadership and motivation
* Effectively managed project procurement (Procurement Management)
* Authorized and/or approved deliverables, milestones and payments
* Managed changes and/or facilitated change management
* Carried out SLA management
* Executed stringent contract management
* Planned, monitored and control project budgets
* Implemented invoicing, billings, commercial handling, monitoring and control
* Assessed technology, including products, services, and technical and function technology
* Facilitated relationship management
* Supervised all cash flow and revenues
* Ensured prompt and lucrative close-out; consulted and advised participants and stakeholders
* Supported excellence in methodology and requirements
* Utilized Primavera, MS Word, Excel, Outlook and PowerPoint, MS Project, PPM and other tools
* Cultivated, disseminated and enforced functional policies, standards, procedures and quality assurance best practices
* Vendor / partners negotiation
* Conflict management
* Software development lifecycle, infrastructure implementation, system integration and consultancy projects
* Organizational, planning and time management
* Manage escalations
* Continuous improvements
* cross-functional management
* Engagement management
* Account management
* Structure, align and plan business demands
* Capex and Opex management
* Planned and prioritized demands and utilize resources to maximize benefits
* Service level agreement (SLA) management
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**Strategic Planning and Performance Management**

|  |  |
| --- | --- |
| * Collected and implemented visions and goals of leaders and business owners
* Developed an array of strategic goals
* Spearheaded national KPIs
* Effectively developed operation KPIs / metrics
* Accurately conducted budget estimation
* Measured, monitored and controlled performance in a precise manner
* Coached and mentored clients and stakeholders
* Ensured and facilitated excellence support
* Set up and established business strategy
* Regularly reported on progress/performance
* Monitored and tracked processes, continuous alignment and applying necessary corrective actions
 | * Assured precise alignment with UAE government strategy and development plans
* Effectively developed necessary strategic KPIs
* Developed extensive operation plans
* Defined appropriate delivery timelines
* Coordinated and/or conducted cross-functional
* Processed important documentation
* Managed risks and challenges
* Directed stakeholders and other clients
* Achieved customer satisfaction
* Connected integration with detailed implementation plans, including program and services management
* Selected and prioritized portfolios, programs, projects and services
 |

**ICT Management**

|  |  |
| --- | --- |
| * Collected and implemented visions and goals of leaders and business owners
* Gathered all project requirements and conducted thorough business analysis
* Developed and executed successful business strategy and development plans
* Consulted and advised stakeholders in ICT
* Efficiently directed cross-functional departments
* Executed SWOT and other cost-benefit analyses model
* Efficiently planned, monitored and controlled portfolios, programs and projects financials
* Managed contracts and vendors
* Planned and implemented staff training
* Mitigated all risks and managed issues
* Effectively planned and managed resources
* Vendor / partners negotiation
* Managed all stakeholder inquiries and interaction
* Implemented effective business development
* Accurately handled documentation procedures
* Directed staffing and procurement
* Facilitated quality assurance and control
* Directed development, implementation and support of technology solutions
* Explored, assessed and researched new technology
* Led and directed ICT infrastructure, network and datacenter installation, configuration and implementation
* Contract negotiation
* Service continuity
* Ensures timely and accurate reporting of all IT demand related issues to senior management and key stakeholders
* Structure, align and plan business demands
* Relationship and cross function management across business units
* Developing annual budgets
* Manage coordination between business units & IT
* Project management
* Manage cross function / intra department communication
* Plan, organize, control and evaluate IT systems
* Design, develop, implement IT systems, policies and procedures
* Capex and Opex management
* Network and data security
* Audit systems
* Organization change model
 | * Spearheaded project management
* Implemented a portfolio of strategic planning methods
* Planned and accurately administered project budgets
* Built and managed successful teams
* Facilitated effective and useful communication
* Cultivated and fostered lucrative relationships
* Developed and tendered RFPs
* Conducted performance management
* Managed changes and shifts in processes
* Facilitated user training
* Coached and mentored stakeholders
* Developed and enhanced business processes
* Managed services and operations
* Software development
* Supervised day-to-day operations
* Supported customers and other clients and stakeholders
* Aligned team to the organization goals and objectives
* Conducted progress monitoring and control, as well as regular reporting to senior stakeholders
* Maintained teamwork environment
* Led and managed software customization, development and implementation, including for ERP, applications and services
* IT Service delivery management
* Management and leadership
* Conflict management
* Resources recruitment
* Assets management
* Planned and prioritized demands and utilize resources to maximize benefits
* facilitate the annual planning and/or roadmap cycle and continuous alignment to the baseline strategy
* Contribute to business activity to create IT demand
* Service level agreement (SLA) management
* Capture demands and ensure that they are structured, verify their quality, scope and specification including baseline for estimation and scheduling
* Develop and manage KPI for demand management
* Timely reporting of IT demands issues to senior management and key stakeholders
* Manage IT resources including staff recruiting, training and coaching
* align user needs and systems to organizational policy and strategy
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***Work Experience***

**PMO Head UAE**•Apr 2018 – Sep 2024 **(Contract Based – Temporary Engagements)**

**Key Engagements:**

* 1. **Strategic PMO Head for Empact Management Consulting – KSA Real Estate General Authority (Rega) Engagement**

Conducted organization maturity assessment, developed framework, setup & managed strategic PMO. Supported strategic plan development & managed its implementation.

* 1. **Corporate Strategic Planning & Corporate PMO / Business Transformation Head, AD Ports Group**

Conducted organization maturity assessment, developed framework, setup & managed Business Transformation Office / Strategic PMO. Managed strategy implementation.

* 1. **PMO Head for Technology & Telecom Mega Program – Saudi Telecom Company (STC)**

Setup and managed Technology Program based PMO valued hundreds of millions AED. Setup standards governance & aligned existed approach to the best practices and methodology development. Roadmap management, Strategic alignment, business case development, monitoring & control across the program projects. Authorize deliverables and milestones. Key stakeholders’ management & progress reporting, performance management & dashboard. project portfolio management.

* 1. **Enterprise / Corporate PMO & Strategic Planning Consultant for Government Executive Council**

Conducted gap analysis and maturity of PMO / portfolio management / program management / project management / strategic planning practices for the government entities. Proposed corrective actions & five years roadmap. Defined key stakeholders (CXO, Directors, Heads & Managers) expectations. Analyzed the current status across all entities. Analyzed maturity level, Identified the gaps and proposed corrective actions balanced with senior executive expectations. Defined corporate benefits aligned with the maturity levels, identified gaps, corrective actions and enablers, Setup implementation roadmap & milestones. Re-engineered PMO objectives, functions & KPI. PMO management. Initiatives strategic alignment. Selection & prioritization. ROI. Monitoring & control and performance management. Delivery support. Risks management. Benefit realization. Facilitate optimizing resources allocation & utilization. Managed PMO audit. Facilitated knowledge transfer. Support project management planning & execution. Communication management. Risk and change management. Developed methodology / standardization, governance, and processes. Provide consultancy. Managed business transformation.

* 1. **[Program Management Office Head (IT PMO Head) for Easy IP Tech](https://www.linkedin.com/company/easy-ip-tech-ltd./?lipi=urn%3Ali%3Apage%3Ad_flagship3_profile_view_base%3B0Kkt2l7qRpWeKTQLYNgByw%3D%3D&licu=urn%3Ali%3Acontrol%3Ad_flagship3_profile_view_base-background_details_company)**

Setup and managed PMO (Project Management Office). Managed delivery of programs and projects. Developed standards, processes & governance. People/ Team management. Roadmap development & management, Managed knowledge transfer. Progress tracking. Performance management & continuous alignment. Managed stakeholders & cross function team. Managed dependences. Managed forecasting, billing & revenues. Monitoring and control. Managed resources allocation. Managed quality assurance. Risk & change management.

**ETISALAT TELECOM GROUP (ETISALAT)** •Dubai, UAE• May 2017 – Mar 2018

### [Senior Manager Demand and Delivery Management / portfolio management (IT PMO)](https://www.linkedin.com/company/etisalat/)

 Manage and deliver ICT portfolios and programs across Etisalat varies work domains.

PMO management, roadmap management, overseeing progressing across initiatives and ad—hoc activities.

*Key Projects:*

Internal ICT & digital transformation projects oriented to facilitate all Etisalat departments

**Telecommunication and Digital Government Regulatory Authority** •Dubai, UAE•March 2012 – Oct 2016

### [Corporate PMO / Enterprise PMO / Strategic PMO Head](https://www.linkedin.com/company/tdra/?lipi=urn%3Ali%3Apage%3Ad_flagship3_profile_view_base%3B0Kkt2l7qRpWeKTQLYNgByw%3D%3D&licu=urn%3Ali%3Acontrol%3Ad_flagship3_profile_view_base-background_details_company)

Positioned organization to attain short and long-term performance including profitability, financial, and operational goals by leading teams of cross-functional employees in the execution of over 300 diverse portfolios, programs and projects, 50 services, and 50 operations, including technical implementations, process overhauls, departmental mergers, and personnel training. Delivered programs and projects by deadline and within budgetary requirements by coordinating communication, scheduling, and project delivery. Established program management office (PMO) from scratch and spearheaded execution.

Setup corporate / enterprise PMO, strategic plan development, performance management. Defined goals / requirements / governance, functions & KPI. Developed PMO methodology and governance. Operation plan & roadmap development & tracking. Benchmarking & maturity assessment. Identified & managed cross functional team & stakeholders expectations. strategic initiatives /programs / projects management. Team management, risks assessment and mitigation. Communication management. Hold progress review meetings and prepare weekly/monthly report and apply necessary corrective actions. Managed benefits and outcomes. Control of activities within the PMO to ensure timely, efficient, and professional execution of all projects. Perform communication, risk, and resource.

Managed the full cycle related to strategic planning and road maps, portfolios setup and management, strategy integration, selection & prioritization, pre- programs / projects work management ,  program / project management and post -project works / operations (Benefits realization) along with business performance management.

*Key Projects:*

**Systems network Initiative for Federal entities – Fednet • Budget: 250 million AED**

Datacenter and could computing for Government entities providing Internet, MPLS, SaaS and Ias

**Smart-mobile / Digital Government - EGovernment Initiative • Budget: 200 million AED**

* Planned, developed, and managed initiative, including all organizational business strategy and management; supported and enabled high performance ranking across organizational business units, including ICT and non-ICT initiatives, portfolios, programs, projects, services, and operations
* Directed all Vice-Presidents, directors, and managers; advised senior leaders to risk and issues, along with resolution and mitigation approaches
* Managed delivery of key initiatives, including national single sign-on (SSO), IoT studies, Social Media Monitoring System, UAE government federal network (data center), national CRM, TSM, national data bus and data vault programs, SLA and cloud services, data strategy and system, Big Data, hosting and email, UAE government portal, eTransformation services, digital transformation, and mobile coverage systems, smart government services, risk management and Spectrum Control systems, software/app testing lab, ICT rating system, new building construction, network readiness index (NRI), enterprise project and portfolio management (Cloud EPPM) planning (ERP) and e-commerce frameworks, and ERPs.

**Smart Learning initiative for all UAE Ministry of Education schools • Budget: 1 billion AED**

* Managed delivery of key initiatives, including data centers, storage, Network solutions, Wireless, VOIP, virtualization, and load balancing; networking and telecom services (MPLS and Internet); structured cabling (Fiber and copper) and respective Civil and electrical work; smart boards application; learning management system/ERP; e-contents app; interior fit-outs; learning devices (laptops, tablets, etc.); Related MEP works

**Adec - Ministry of Education •Abu Dhabi, UAE •August 2010 – November 2011 (Contract Based)**

**Senior Program Manager**

*Key Projects:*

**ICT Education Initiative • Budget: 100 million AED**

* Managed delivery of key initiatives, including data centers, storage, Network solutions, Wireless, VOIP, virtualization, and load balancing; CCTV system; structured cabling (Fiber and copper) and respective Civil and electrical work; telecom services (Internet, WAN/MPLS); IP telephony system; learning and classroom management system/ERP; smart boards system; devices (laptops and tablets); Related civil and MEP.

**HONEYWELL •Dubai, UAE •April 2008 – April 2010**

**Senior Program Manager**

*Key Projects:*

**DIFC – Daman Tower, Gateway Tower, DHCC Hotel and Residential Tower • Budget: 50 million AED**

* Directed delivery of key initiatives, including data centers, storage, Network solutions, WAP, VOIP, virtualization, and load balancing; CCTV system; structured cabling (Fiber and copper) and respective Civil and electrical work; telecom services (Internet, WAN/MPLS); IP telephony system; pedestrian management system; intercom and HITV systems; broadcasting system; car park and access control management system; devices (laptops and tablets); related civil and MEP works.

**EMIRATES COMPUTER•Dubai, UAE •April 2006 – March 2008**

**Senior Program Manager and Applications Development Manager (Project Management Office)**

*Key Projects:*

**ICT solutions for Dubai Mall, Burj Khailfa, and other entities • Budget: 150 million AED**

* Delivered all key initiatives, including data centers, storage, virtualization, Network solutions, WAP, VOIP and load balancing; CCTV system; structured cabling (Fiber and copper) and respective Civil and electrical work; telecom services (Internet, WAN/MPLS); IP telephony system; pedestrian management system; intercom and HITV systems; broadcasting and multimedia system; web portals and application services; bespoke applications (HR, finance); public housing and real estate application.

**UNITED ARAB EMIRATES UNIVERSITY (Federal Government) •Al Ain, UAE •July 2003 – January 2005**

**Information and Communication Technology (ICT) Manager**

*Key Projects:*

**Portals, services, ERPs, ICT infrastructure • Budget: 5 million AED**

* Directed and implemented all ICT department functions; Develop and manage IT strategy, aligned ICT to facilitate the business need and strategy, delivered all key project initiatives within time and budget constraints, including data centers, storage, virtualization, and load balancing
* Successfully led development and implementation of all custom applications and ERP systems, internship program, and services.

**DAHMANI COMPUTERS•Dubai, UAE •April 1999 – June 2003**

**Information and Communication Technology (ICT) Manager**

*Key Projects:*

**Custom ERPs and ICT infrastructure and networks • Budget: 5 million AED**

* Effectively directed and oversaw all ICT department functions; Develop and manage IT strategy, aligned ICT to facilitate the business need and strategy, delivered all key initiatives on-time and on-budget, including development and implementation of ERP systems (Healthcare / clinics, HR, finance, insurance, car rental, tenancy, public housing, land registration, etc.), and installation and configuration of networks.

**BHS•Amman, Jordan•July 1992 – March 1999**

**Information and Communication Technology (ICT) Manager**

*Key Projects:*

**Custom ERPs and ICT infrastructure and networks • Budget: 2 million AED**

* Proficiently handled all ICT department functions; Develop and manage IT strategy, aligned ICT to facilitate the business need and strategy, delivered all key initiatives in timely fashion, including development and implementation of ERP systems (HR, finance, shares, savings, billing, inventory, receivables, payables, budgeting, cost/profit centers, insurance, libraries, Healthcare / clinics, college admin and registration, Healthcare / hospitals, etc.), and installation and configuration of networks.
* Managed ICT ERP projects in Saudi Arabia

***Education & Training***

**Bachelor of Science in Computer Science**

EASTERN MEDITERRANEAN University | Famagusta, Turkey

**Two-Year Diploma in Computer Science**

THE AMERICAN University in cairo | Cairo, Egypt

***Training & Certification***

* Prince2 certified
* Agile Scrum certified
* MoR Certified (Risk Management / Management of Risks certified)
* P3O certified (Portfolio, Program and Project Offices certified) )/PMO certified
* Six sigma certified
* ITIL certified
* PMP certified

***Languages***

**Languages:** Fluent in Arabic and English