

## AREAS OF EXPERIENCE

Program & project management, services digital transformation, corporates & strategy development, business performance, business development, org. structures, services excellence and pioneering, risk management, commercial & logistics transport regulations, planning and policies development.

## PROFILE

A motivated Senior Leader certified as a Project Manager from The American University in Cairo (AUC) has a master's degree in business administration (MBA), GIS Diploma and Oracle DBA Master. Through 20 years' experience at international organizations and governmental entities as PMO, program and strategy senior manager, working tirelessly under pressure to help my organization achieve the strategic objectives under the highest standards achievable, I experienced in demonstrating team leadership skills and problem solving in a matrix and agile organization. I am capable to build an effective cross-functional team and develop team's individuals.



971-557-648-027



Dubai/UAE



<https://www.linkedin.com/in/sahar-afia/>

# SAHAR AFIA

Senior Program Manager

## EDUCATION

### **MBA; Cairo University & The Arab Academy for Banking and Financial Sciences**

2006 - 2009

Financial Management, Investment Management, Feasibility Studies & Project Appraisal, Advanced Strategic Management.

### **B.SC. In Civil Engineering; Faculty of Engineering, Banha University**

Computer programming, Surveying, Railway roads & tunnels, Computer & numerical analysis, Environmental science, roads and transport.

### **Engineering Project Management Certificate; The American University in Cairo**

2013 - 2014

Project management international standards, Engineering Project Management, Project bids and contracts, Project planning and Control techniques, Management of project resources, Risk management, Microsoft Office Project Management & PRIMAVERA Project Management.

### **IT- GIS Diploma; The Cabinet, Information and Decision Support Center**

Financial Management, Investment Management, Feasibility Studies & Project Appraisal, Advanced Strategic Management.

## WORK EXPERIENCE

### **Roads and Transport Authority; Senior Specialist**

2016-2022

#### **ACHIEVEMENTS:**

-Increased the annual department **revenue by 5M./Y** from vehicles renting activities.

-Suggested a new non-farebox **revenue stream 5M./Y** from regulating Auto Auctions services

-Introduced an initiative to provide additional **revenue stream 50M./Y** by changing the commercial licensing framework from company level to vehicle level.

-Developed the new department **organizational structure**, roles & responsibilities (2021).

-Developed new **6 core business KPI's and designed 5 services processes**, 202.



sahar.afia@gmail.com

## LANGUAGES

Arabic and English (Fluent).

## RESIDENCY STATUS

Employment visa.

## MEMBERSHIP

- o Dubai Government Excellence Performance award committee member.
- o Member of high committee for commercial transport sector development in Dubai.
- o E-Scooter program high committee member.
- o Member of RTA Innovation Lab team.
- o RTA corporate scientific research team member.

## TROPHY

- o The winner of RTA Scientific research award for 2018 (second position), Scientific research study "The Impact of Commercial Transport Regulations on Market Growth", 2018.
- o Winner of Stevie Awards Middle East & North Africa, Silver & Bronze trophies, award for innovation in transportation & logistics, award for innovation in government services, 2022.

## CERTIFICATIONS & COURSES

- o Capacity Building Program with INWENT/GERMANY.
- o Senior Executive program/The Cabinet/Egypt.
- o Leadership foundation.
- o Measuring business performance.
- o Creating program strategy.
- o Business Communication, Strategic management; Strategic analysis, Scenario Development.
- o Strategy planning foundation.
- o Strategic planning case studies.
- o Strategic thinking.
- o Business model canvas.
- o Value proposition canvas.
- o PMI, Project Management.
- o Management of project resources.

-Simplified customer journey of NOC trade license services and **achieve services digital adoption 100%**, 2021.

-Managed the development of **performance MicroStrategy BI dashboard**, 2021.

-Developed **financial dashboard for the monthly revenue tracking** and leadership demonstration.

-**Led the closure of 10 high risks**, 2021.

-**Launched E-Scooter share program** through agreements with 5 operators, 2020 & 2021.

-Led RTA Nomination for **1st position** in The International Business Excellence awards, 2021.

-Led RTA to be **a winner of Stevie Awards Middle East & North Africa, Silver trophy, award for innovation in transportation & logistics, 2022.**

-Led RTA to be **a winner of Stevie Awards Middle East & North Africa, Bronze trophy, award for innovation in government services, 2022.**

-Developed rating system for car rental business excellence award.

-Supervise **delivery sector business excellence award**.

-The **2nd position winner** of The RTA Employees Scientific Research Award (2020), the research recommendations already implemented as business agility to improve ease of business doing in commercial transport & logistics activities.

-Supervised all quality and internal audits during the period of 2016-2021.

### MAIN ROLES:

-Department representative for **Dubai Government Excellence Program (DGEP)** since 2016, **Dubai Services Model Award**, and managing the participation in the international and regional excellence awards.

-Manage the **corporate researches** of Licensing Agency, in 2021. I submitted 2 scientific researches for RTA Scientific Research Award (2022).

- Manage **POC for regulating the use of autonomous vehicle** in delivery activities.

- Manage **POC for regulating the use of drones** in parcels transport.

Manage the development of specialized strategy for commercial transport sector in Dubai.

-Main player in **regulating the E-Scooter share program**, pilot & permanent projects.

-Developed car rental activities **key performance indicators and audit check list** for rating system implementation to improve car rental services quality.

-Conducted **B.M. study for regulating MOPED (electric bikes) mode** estimated to generate **revenue 5M./2022 & 10M./2026.**

-Developed integrated model for car rental and car sharing services to **improve business operations**, facilitate monitoring and audit processes.

-Built regulation framework for **Auto Auctions services**.

-Suggested a new shared mobility model for good transport and conducted the **feasibility study for cargo van sharing estimated to generate revenue around 1.5M./Y.**

-Coached **a team of 15+ staff** to implement the "Study of the surface transportation logistic sector" project, 2019-2020.

-Managed digital transformation of trade license services.

-Managed a Comprehensive Study of Commercial & Tourism Transport Sector in Dubai project (June/2016 to January/2017, Budget 4M.)

- Developed **Quality Services Certificate** for rating and monitoring commercial transport companies according to the international best practices.

-Conducted scientific research "Explore The Future of Using Smart Lockers Model for The Last Mile Customer Delivery Logistics In Dubai", 2020.

**Ajman Executive Council; Senior Strategy & Performance Specialist**  
2015-2016

### ACHIEVEMENTS:

-Managed 10 team members to develop Ajman strategy 2016-2021, Total budget 3.5M.

- o Project planning & control techniques.
- o Engineering project & process changes for engineers.
- o Project management international standards.
- o Project Management Body of Knowledge (PMBOK).
- o Agile methodologies.
- o Agile project leadership.
- o Scrum advanced.
- o PMI, Program management foundation.
- o Learning program management.
- o Artificial intelligence.
- o Lean 6 Sigma Green Belt.
- o Urban Planning Training Program.
- o Remote sensing & image processing, Geospatial data management & analysis.
- o Oracle 8i DBA Master/Oracle-Egypt/Oracle Education/USA:
- o SQL and PL/SQL, Advanced SQL & SQL \* PLUS, Data modelling & relational DB design, DB administration, Database backup and recovery, Database performance and tuning, Oracle networking administration.
- o Oracle SQL and PL/SQL, Develop applications using database procedures, Developer/2000: tools foundation, Developer/2000: Oracle Reports, Forms I, Forms II, Develop complex data models and design database, Designer/2000: system modelling and tools, Designer/2000: designing and building database objects & applications.

## VOLUNTEERING

### Bedayat Gadeeda Integrated Care Association director/Cairo-Egypt (for disability and learning difficulties)

-Represented the association's, managed overall business strategies and worked to implement and effect change in the daily work environment.  
-Created business procedures, managed & hired staff, budget management and managed procurements.

-Managed strategy objectives performance and reporting to Ajman Executive Council CEO.  
-Supervised a communication plan with Ajman Government entities to align their executive plans with Ajman strategy.  
-Managed the team to develop Balanced Score Cards and Strategy Guidelines for all strategy levels (Ajman government, sectors, and 21 governmental entities).

### UNDP, (OUDA)/UN, consultant contract for The Ministry of Planning, Follow-up and administrative reform; Senior Project Manager for Egyptian E-Government Program

2004-2014

#### ACHIEVEMENTS:

-Supervised digital transformation of Ministry of Investment services.  
-Developed Geo-spatial heatmap and landmarks of Egypt.  
-Managed the development of Egyptian government attractions and events booking web portal.  
-Managed digital transformation of Ministry of Tourism services.

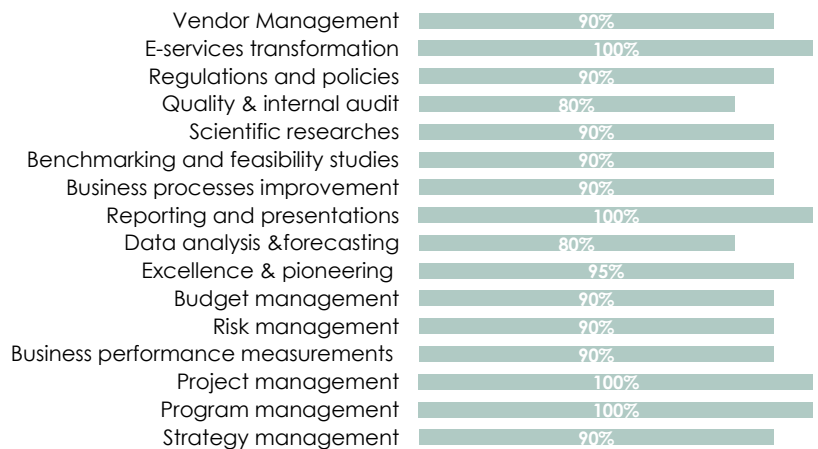
### Canadian International Development Agency CIDA & ROCHE consultancy contract for Ministry of State for Environmental Affairs; Senior Project Manager

1998-2003

#### ACHIEVEMENTS:

-Managed urban and rural zones allocations on Egypt maps, identified air and water pollution parameters in Greater Cairo urban and rural zones.  
-Developed the Egyptian Natural Protectorates maps with full description for FLORA and FUNA characteristics.  
-Key player in developing the environment contingency plan to mitigate environmental crisis.

## PROFESSIONAL SKILLS



## SOFT SKILLS

